



**UNOPS**

Results That Matter



## Deliver as one

“UNOPS plays a critical role in providing management services for our life-saving peacebuilding, humanitarian and development operations. I have seen many examples of how these activities help suffering people in troubled parts of the world. UNOPS is setting countries on course to a more stable future by helping them to build roads, schools and clinics, to remove landmines, to prepare for democratic elections, and much else besides.”

Ban Ki-moon  
United Nations Secretary-General



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# Who we are

UNOPS implements more than \$1 billion worth of projects for its partners every year, operating in more than 80 countries, often in the most challenging of environments.

From managing the construction of schools in Afghanistan, to building shelters in Haiti and procuring educational computers in Argentina, UNOPS provides management services that meet world-class standards of quality, speed and cost-effectiveness.

UNOPS is a central resource for the UN system, as reaffirmed by the United Nations General Assembly in December 2010. Everything we do is in line with UN values and principles, promotes the concept of 'One UN' and helps advance progress towards the Millennium Development Goals (MDGs).

Whether we are engaged by the UN, the European Union, the World Bank, a government or an NGO, we help deliver quality projects that matter to people in need.

## Experience and scope

Our partners choose UNOPS because they realize our skills, experience and scope will give their projects a better chance of success. We have more than 5,000 personnel running essential operations in our four key service areas: project management, procurement, human resources and finance, and we offer specialist operational expertise in areas where we have a proven track record such as infrastructure, justice, health, elections and the environment.

This support expands the capacity of the United Nations system and others — helping to translate

policies into action for all the key players in the peacebuilding, humanitarian and development world.

## Our services



**Project Management** implements projects on behalf of our partners, providing management and operational services in peacebuilding, humanitarian and development environments.



**Procurement and Supply Chain Management** underpins project management as well as providing stand-alone services to partners, including UN Common Services and services to governments facing capacity constraints.



**Human Resources** also supports project management as well as providing stand-alone services to partners, including the rapid deployment of personnel and contract management.



**Financial Management** administers donor grants, loans and multi-donor trust funds when not in competition with other UN agencies.

“The Executive Director and his entire staff [have shown an] unwavering commitment to assist nations as they struggle in achieving the MDGs.”

- H.E. Ambassador Atoki Ileka,  
Permanent Representative of the Democratic Republic of the Congo on behalf of the African  
member states of the Executive Board, June 2010

UNOPS also works closely with host governments and local communities. We help build national capacity, ensuring that where possible the skills and processes necessary to perform key functions are retained after the project is completed. We also use labour-based techniques to create employment and provide livelihoods.

### Efficiency

UNOPS is self-financing, prompting efficiency and financial discipline. We cover our administration costs by charging a small fee on each project we support. As a UN organization we are not-for-profit, and meet the highest international standards of accountability and transparency on all our transactions.

In 2010, we implemented \$1.27 billion worth of projects for our partners, up 16 percent from 2009. Despite this sharp increase in our operations our administration costs dropped in 2010 by \$200,000 to \$64.2 million, as we continue to increase our efficiency.

Ensuring that people in need get the best possible value out of every dollar spent is crucial, and that means assuring the quality of the results. This can be difficult, particularly in areas shattered by war or natural disaster, which is why it is so important that projects are well-planned and executed.

### World class standards

UNOPS is adopting world-class standards and seeking certification from independent bodies. We recently became the first UN organization to receive the prestigious ISO 9001 certification of our global quality management system and were also awarded the Chartered Institute of Purchasing and Supply's certification in procurement policies and procedures.

This is just one of the ways we work to always satisfy our partners with operational excellence for results that matter.

This publication explains more about this vision and the way UNOPS works, as well as providing a summary of the 925 projects we supported in 2010.



A UNOPS vehicle travels on the Sake - Masisi - Nyabiondo road in an isolated area of North Kivu, the Democratic Republic of the Congo. UNOPS rehabilitated this priority road as part of a multi-region stabilization project, in partnership with the local UN mission, with funding from Belgium, the Netherlands, Sweden, the United Kingdom and the United States.

**Photo:** UNOPS/Jacques Challulau

## Key results

UNOPS currently supports around 1,000 active projects on behalf of our partners, creating real results that matter for people in need. The figures below are aggregates of outputs produced in 2010 by the 925 projects active during that year. For a more in-depth breakdown of our operational results, as well as details of project funders and partners, please see [page 26](#).

Overall in 2010, UNOPS managed the construction or rehabilitation of 88 schools and 11 training centres, 8 hospitals, 44 health clinics and 20 other medical facilities, such as laboratories and blood banks.

Twenty-eight police stations, 9 police training facilities, 3 prisons and 8 detention centres were constructed or renovated, as were 18 courthouses, 3 customs buildings, and 69 other government administration buildings.

Thirty-six waste facilities, including 15 landfill sites and 21 sustainable waste management sites were constructed or renovated, as were 3 power stations and 48 water treatment plants.

 UNOPS procured more than **\$1.2 billion** worth of goods and services

In post-conflict and post-disaster settings UNOPS helped partners construct more than 5,100 emergency buildings, such as shelters, and 3,700 other facilities, such as toilets and septic tanks in camps.

We constructed or rehabilitated 5 harbours, 32 bridges and over 400 drainage culverts in 2010.



**2,243 km**

of roads were constructed or rehabilitated

More than 794 small neighbourhood improvements were implemented around the world in 2010, including work on 60 local roads, 383 pavements, 323 public squares and 28 parks.

UNOPS helped the United Nations Mine Action Service (UNMAS) complete clearance work which made more than 300 million square metres of land and 16,000 kilometres of roads safe for local populations.



**36 countries**

were supported with environmental management

More than 1.3 million pieces of machinery or equipment were procured for partners, including more than 7,100 items of high-tech medical equipment. More than 145 million medical supplies

were procured or distributed, including more than 21 million condoms and nearly 64 million needles.

Almost 910 million doses of medicine were procured or distributed, around a quarter of these were to treat HIV/AIDS.

Nearly 670,000 people were assessed or treated for disease, and more than 820,000 were reached with disease-prevention initiatives.

**“In 2010 UNOPS delivered more with less.”**

*- Nozomu Yamashita,  
First Secretary of the Permanent Mission of Japan to  
the United Nations, Executive Board, June 2011*

UNOPS helped its partners develop local capacity by organizing more than 300 training courses and workshops.

We also organized 245 high-level events and meetings, provided support to 141 government entities and 4,139 local organizations, and worked on 78 policies or laws.

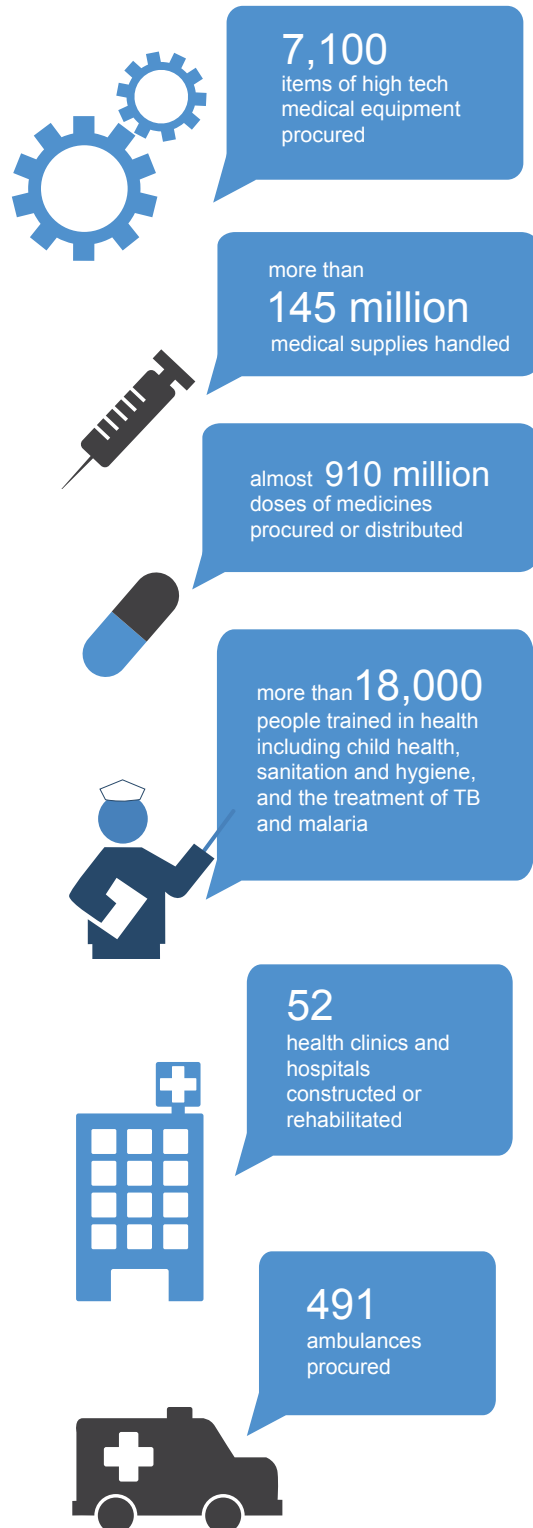


UNOPS helped its partners train over **80,000 people** in subjects including health, elections and agriculture

UNOPS administered or monitored more than 760 grants funding a range of projects, in addition to about 4,000 United Nations Development Programme Global Environmental Facility (UNDP-GEF) small grants in more than 120 countries.

UNOPS procured more than \$552 million worth of goods and \$648 million worth of services in 2010. Four out of five of UNOPS procurement actions above \$100,000 were completed through a competitive process.

## Example focus area: Health in 2010



## How we add value

Our partners request UNOPS support to supplement their own capacities, improve speed, reduce risks, boost cost-effectiveness or increase quality. Our unique position, history and approach allow us to add value to our partners' projects in a number of ways.

UNOPS is a not-for-profit organization and conforms strictly to the ideals and values of the United Nations. But we are fully self-financing — prompting efficiency and financial discipline.

### Flexible

We are flexible, with streamlined procedures that allow us to adapt to partner needs and changing conditions, in order to implement operations quickly, effectively and professionally.

We employ thousands of highly qualified staff with extensive experience in project implementation, particularly in our service and focus areas (see page 18). This size, scope and track record allows partners to benefit from economies of scale, shared knowledge and specialized expertise.

### Results focused

As a provider of professional implementation services, a focus on high-quality results is built into the culture of UNOPS. We will not work on a project that we do not believe in, and if we see

room for improvement we will work closely with our partners to boost the project's chances for success. This ability to manage for consistent quality was recognized in 2011 with the ISO 9001 certification. Our skill at implementing projects on the ground is backed up with expertise at the design, and monitoring and evaluation phases, through our Physical Infrastructure Design Unit and Applied Research Unit.

### Transparent

As a United Nations organization our transparent, accountable management services meet the highest international standards. This is evidenced by the unqualified audit opinion we received from external auditors for the biennium 2008-2009.

We have a strong belief in national ownership of development initiatives. By working closely with governments and communities we ensure increased sustainability for the projects we support.

Whenever possible we promote three cross-cutting concerns: the development of national capacity,



**In 2010 UNOPS implemented \$1.27 billion**



gender equality and the empowerment of women and environmental sustainability. By keeping these considerations in mind during project planning and implementation we help partners increase the impact of their projects.

“It is fitting that UNOPS be recognized for its achievement, not only for designing and building a beautiful complex, but also for nurturing promising Afghan construction companies over the years.”

- Phil Lamade,  
USAID Agreement Officer on the  
Kabul Schools Program, Afghanistan

### Accountable

We provide timely and thorough reporting of financial and operational results. Since 2011 partners can access up-to-date financial and project data through the secure Partner Centre website, giving them clear insight into operations and spending.

Our role within the UN means that during periods of conflict or crisis we maintain a physical presence on the ground.



In 2010, we introduced the Project of the Year award, designed to better identify and share best practice within the organization and with our partners and to be an effective vehicle for acknowledging hard work and operational excellence (see case studies on page 8,9, and 35).

### Labour-based approach

At UNOPS we believe that securing decent work and ensuring a minimum income empowers families and promotes early economic recovery after a crisis.

Wherever possible we try to hire local people to provide the labour needed to implement our partners' infrastructure projects, by applying a labour-based approach.

Our labour-based infrastructure operations engage community groups or local contractors to deliver durable and sustainable work that meets international standards. This helps to restart local economies, provide livelihoods and develop useful skills in the local population, in line with our commitment to enhance national capacities.

The amount of work created for local communities through these methods is measured in days of paid labour. Almost 15 percent of all UNOPS-supported projects in 2010 had the capacity to measure the number of labour days they created for beneficiaries. These 113 projects alone generated almost **8.2 million days of paid work** for people in need in 2010.



To ensure project success, UNOPS aims to involve local communities in all phases, from design, to selecting the workforce, to maintenance. **Photo:** UNOPS

of projects on behalf of our partners



We spent \$64.2 million administering them





Women preparing wire baskets known as gabions as part of the Rural Access Improvement Project funded by Sweden in northern Afghanistan. The gabions will be filled with stone and used to rehabilitate roads in the Sar-e-pul and Samangan provinces. **Photo:** UNOPS

## Case study 1: Road improvement in Afghanistan



Best in category

For four years UNOPS has been working on a Swedish-funded road improvement project in Afghanistan. As well as implementing a quality project we have added value in a range of ways.

The isolated Sar-e-pul and Samangan provinces are located in the northern part of Afghanistan. Over 90 percent of the 800,000 people in the region derive their livelihoods from agriculture but low production has created poverty and food shortfalls. Many people have to depend on the import of supplies from other rural areas.

The Swedish International Development Cooperation Agency (Sida) is funding the Rural Access Improvement Project to improve access to food, education and health services by constructing and repairing roads and bridges. UNOPS is implementing the project through a capacity building partnership with the Afghan Ministry of Public Works.

We were initially chosen as the implementation partner by rapidly responding to a request from Sida to construct three steel bridges in Sar-e-pul province

before snow limited access in 2007. This enabled the World Food Programme to deliver much needed food aid to the region in time for the winter and gave Sida confidence in our ability to deliver quality results quickly.

**“The new roads have really changed our lives. Now we can access schools, hospitals and markets easily. We have no problem going to work in the provincial capital now and people are earning a lot. This also brings peace and stability to our district as people are busy and have no time to fight.”**

*- Mohammadullah,  
a farmer talking about the Rural Access  
Improvement Project in the provinces of Samangan  
and Sar-e-Pul of Afghanistan funded by Sida*

Since its launch, the project has constructed 65 kilometres of gravel roads, 20 kilometres of asphalt roads and three steel bridges and kept four passes free of snow.

The project generated temporary employment for almost 8,000 local people and compared to 2007, both travel time and costs have been reduced, which has benefitted an estimated 680,000 people living in the target areas.

“The new roads have really changed our lives. Now we can access schools, hospitals and markets easily,” said Mohammadullah, a farmer who participated in the project as a labourer on road works in Khuram, Samangan. Before the roads were built, he only allowed his sons to attend school because of his family’s remote location, but with increased access he now feels it is safe enough to allow his daughter to make the journey as well.

In line with UNOPS commitment to mainstream gender considerations in our operations wherever possible, the project staff devised an approach to increase female employment in this extremely traditional region.

From the start two female community liaison officers were employed to reach out to local community leaders in order to get permission for women to take part in the labour-based works. This approach was a success and 105 women were eventually employed to use an innovative gravel screening technique, providing raw materials for resurfacing works and valuable income.

In addition to building the capacity of the ministry and providing valuable cross-cutting gender inputs to the project, UNOPS has taken a strong stance on non-performing contractors and two such contractors were put on the UN’s list of suspended vendors for poor delivery.

The project has been praised by Sida headquarters for responsive communications and timely reporting during its lifespan. The Governor of Sar-e-Pul province also provided a letter of appreciation for the quality of the new road infrastructure in the region.

The confidence of both donor and beneficiary in our ability to add value led to the engagement of UNOPS for a second phase of the project.

## Case study 2: Support to Mine Action in Nepal



Best in category

A small and dynamic project in Nepal to develop national capacity is a standout example of successful support to mine action, collaboration with partners and delivering ‘more for less’.

Since 2007, UNOPS has provided technical support to the Nepalese government to sustainably deal with the problem of land mines and other explosive remnants of war (ERW), following an end to the armed conflict in 2006. This has included recruiting mine action consultants and trainers, procuring machinery and equipment and administering contracts to support the mine action goals of Nepal’s Ministry of Peace and Reconstruction, and the Nepal Army Mine Action Coordination Centre (NAMACC) within the UN Mine Action Team (UNMAT).

The project is unique amongst other UNOPS-supported mine action projects due to its advisory rather than direct implementation role. In 2010, the project worked on a Capacity Development Plan for achieving measurable results and support to the newly established Mine Action Section within the Ministry of Peace and Reconstruction.



The project provided mine risk education to Nepalese people, explaining how to recognize and avoid landmines and other explosive remnants of war. **Photo:** UNMAT



Staff from the UN Mine Action Team in Nepal undertake a review of ordnance before disposal. *Photo: UNMAT*

The project also successfully supported UNMAT’s awareness raising goals through the production of reports, newsletters and press releases. This led to positive local media coverage with The Kathmandu Post describing the mine clearance work as a “successful story for the world to replicate”.

UNOPS added value by responding quickly to the changing needs of partners to ensure that appropriate resources were available as required. For example, following the achievement of its 2010 capacity development goals, the project steadily reduced its number of personnel, creating a return on investment acknowledged and appreciated by all partners.

By involving NAMACC in every stage, UNOPS helped support national ownership of the capacity development goals. The result is that NAMACC can now conduct most of its own mine clearance training and plan, implement and manage mine clearance operations according to International Mine Action Standards. This will eventually give Nepal the capability to deploy platoons for international UN Peacekeeping missions. NAMACC has also increased its capacity in financial management, logistics, external relations and quality management.

With the support of UNMAT, the Nepal Army has cleared over 224,924 square metres of mines and

other ERW, releasing more than 5,300,000 square metres for the benefit of the local communities. This project is funded by UN Peace Fund for Nepal and United Nations Mine Action Service.

In June 2011, Nepal was officially declared free of existing landmines.

**“The UNOPS-implemented UN Mine Action Team in Nepal have been instrumental in supporting the clearance of more minefields in 2010 than any other year by providing consistent, timely and appropriate support to the Government of Nepal and the mine action community as a whole.”**

*- Office of the Joint Secretary,  
Government of Nepal Ministry of Peace and  
Reconstruction*

# Management advisory services

UNOPS is providing management advisory services in response to a growing demand to enhance project implementation, infrastructure and procurement capacities in developing countries.

The Executive Board has asked UNOPS to increase its contributions to national capacity development within areas of its mandate and core competencies.

We are focused on providing advisory services to governments in physical infrastructure, project management, and procurement and supply-chain management. We are building on our established partnerships, our hands-on experience in providing project implementation services, and our reputation for operational excellence based on international best practice standards.

“Building on its traditional role of implementing projects and buying goods and services for partners, UNOPS is now sharing its extensive knowledge, helping to complement and develop national capacities.

“This is how we can enhance our contributions to results and the sustainable development of our partners.”

- Jan Mattsson,  
UNOPS Executive Director

UNOPS management advisory services are firmly rooted in international commitments, such as the Paris Declaration, as well as in UNOPS own core values to promote national ownership and capacity.

UNOPS has extensive experience relevant to the public sector in developing countries. Our management advisors are placed individually or in small teams and work side-by-side with partners who need support.

We believe that tailoring international best practices to local conditions and working collaboratively with partners is the best way to fulfil their aspirations of implementing change to achieve operational excellence.

Typical engagements could include:

- Helping governments build project implementation capabilities by improving processes and training staff at different levels, for example improving a department of civil works' capacity in relation to building roads or a ministry of public health's capacity in relation to building hospitals or clinics.
- Helping governments improve their public procurement and supply chain management capabilities by improving processes and training staff. Working with UNOPS strategic partner, the Chartered Institute of Purchasing and Supply, this could include institutional certification or individual qualifications.

# Quality

In UNOPS, quality means continually getting better at the things that our partners want from us. This means completing our partners' projects on time, within budget and in line with their expectations. It means ensuring that the results we deliver really benefit the communities where we work.

In 2010, significant progress was made in providing partners with management services that meet world-class standards of quality, speed and cost-effectiveness. An unqualified audit for the biennium 2008-2009 testified to our strengthened financial and management controls. And increased partner confidence translated into record levels of demand for UNOPS services.

In line with UNOPS strategic plan we continue to strive for external certification of core management functions, business processes and personnel. This allows our partners to enjoy business practices which reflect leading international standards.

## ISO 9001 certification



This work resulted in UNOPS gaining the prestigious ISO 9001 quality management system certification in June 2011. UNOPS is the first UN organization to have its global management systems certified to ISO 9001.

As part of the process, UNOPS documented core business practices in our Practice and Quality Management System. During the ISO 9001 audit

in 2011 we were able to prove that we consistently follow and refine these processes.

Our project management processes relate to how we formulate agreements with partners on what UNOPS is going to deliver on their behalf. They detail how we communicate with partners on progress and the systems we have in place if plans change.



An internal campaign to promote the use of processes to drive quality management. **Photo:** UNOPS

Our procurement processes allow us to evaluate suppliers for performance in past contracts before awarding new ones. Our human resources processes detail how we ensure that people have the right skills to succeed in their jobs. And all the

“...bringing best practice in procurement and supply chain [management] from leaders outside the UN will contribute to effective and efficient delivery of the UNOPS services.”

- Lodovica Longinotti,  
Development Cooperation Advisor on behalf of the Director General for Development  
Cooperation for the Italian Ministry of Foreign Affairs,  
to the Executive Board, June 2011

while, our financial processes ensure that we remain financially sustainable while acting with accountability and transparency.

## Procurement certification



UNOPS has been awarded the Chartered Institute of Purchasing and Supply's (CIPS) Certification in Procurement Policies and Procedures. This is a major achievement and

UNOPS is currently the only UN body to hold this certification. The CIPS certification demonstrates that UNOPS has sound procurement policies, processes and procedures, verified and monitored by an independent body. UNOPS is the first organization to have undergone the certification since a section on sustainable procurement was introduced.

## New accounting standards

UNOPS is adopting International Public Sector Accounting Standards (IPSAS) as of 1 January 2012. This change to full accrual accounting within UNOPS is in line with a General Assembly

resolution that approved the adoption of IPSAS by the United Nations system organizations. UNOPS will strengthen transparency, accountability and overall financial management through its implementation of IPSAS.

## New infrastructure contracts

Our new contracts for infrastructure works are based on those of the International Federation of Consulting Engineers (FIDIC) and tailored for use in a United Nations context, providing clear, flexible mechanisms to suit all sizes of project. These have been developed with pro bono support from global business law firm DLA Piper.

## Staff training and certification

In 2010, 736 people attended training activities organized by the Human Resources Practice Group. In project management, 252 personnel passed PRINCE2 exams, 200 at foundation and 52 at practitioner level.

Eighty-three personnel are participating in external procurement certification with the Chartered Institute of Purchasing and Supply, and 37 with the Association of Chartered Certified Accountants.

# Accountability



The UNOPS mandate was reaffirmed at the 65th session of the United Nations General Assembly in 2010.  
*Photo: UN Photo/ Devra Berkowitz*

In December 2010 the United Nations General Assembly reaffirmed UNOPS mandate “as a central resource for the United Nations system in procurement and contracts management as well as in civil works and physical infrastructure development, including the related capacity development activities.”

The range of partners to which UNOPS may provide services was endorsed, including the United Nations, its agencies, funds and programmes, international financial institutions, governments, intergovernmental organizations, non-governmental organizations, foundations and the private sector.

In January 2011 the Executive Board was renamed to officially include UNOPS in its title.

An updated governance structure for UNOPS was also endorsed. This confirms a series of decisions and policies developed by the Executive Board

during the previous four years, which have made UNOPS more accountable and transparent.

The changes mean that since 2008 the Executive Director reports directly to the United Nations Secretary-General and the Executive Board and has the authority to apply United Nations staff rules and regulations to UNOPS staff. Since 2009 the Executive Director has been able to sign host country agreements with governments, and direct service agreements in consultation with a Resident or Humanitarian Coordinator, as well as having the authority to directly appoint UNOPS representatives in the field.

Other key decisions by the Executive Board that have helped transform the organization include the Financial Regulations and Rules, which govern the financial management of UNOPS, and the strategic plan 2010-2013, which defines UNOPS position in the United Nations and its goals.



# Transparency



The screenshot shows the UNOPS project data feed interface. At the top right is the UNOPS logo. Below it is a search filter with the following fields: "Country" (Sudan), "Partner" (empty), "Funding source" (empty), and a "Filter" button. Below the filter is a table with the following columns: Project ID, Project Name, Partner, Funding Source(s), Country, Start Date, End Date, Total Funded Amount (US\$), and Total Delivery (US\$). The table contains 10 rows of project data.

Project ID	Project Name	Partner	Funding Source(s)	Country	Start Date	End Date	Total Funded Amount (US\$)	Total Delivery (US\$)
00077900	Community School Development and Construction Project in Southern Sudan	UNDP/MTF (Multi-Donor)	DEPARTMENT FOR INTL DEVELOPME (DFID)	Sudan	Mar-16-2011	Dec-31-2013	21,425,655	0
00077799	Construction of Two Dormitories in Lokaj Prison Training Centre	UNODC (UNODC)	UN Office on Drugs and Crime (UNODC)	Sudan	Feb-15-2011	Dec-31-2012	3,130,600	304,329
00077183	States State Stabilization Programme (SSP)	UNDP/MTF (Multi-Donor)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Dec-30-2010	May-31-2012	6,999,994	3,329,335
00077184	Eastern Equatoria Stabilization Programme (ESSP)	UNDP/MTF (Multi-Donor)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Dec-30-2010	Jun-30-2012	1,405,673	378,663
00077208	Eastern Equatoria Stabilization Programme (ESSP)	UNDP/MTF (Multi-Donor)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Dec-30-2010	Jun-30-2012	12,511,869	3,799,415
00075421	South Sudan Emergency Roads and Airstrips Foot Road	UNOCHA (UNOCHA)	Multiple Donors To MDTF (Multi-Donor)	Sudan	Dec-31-2010	Nov-30-2011	1,341,500	1,002,440
00076763	Jungle Stabilization Programme (JSP)	UNDP - Office of the Administrator (OCA)	UNEP AS AA FOR JP PASS THROUGH (UNEP/CPAA)	Sudan	Nov-15-2010	May-31-2012	14,947,900	5,786,313
00076013	Darfur Urban Water Supply Project	Govt of UK (UK-OFTD)	DEPARTMENT FOR INTL DEVELOPME (DFID)	Sudan	Nov-01-2010	Dec-31-2012	6,976,403	1,900,005
00076296	Camp Construction Services for Sudan Refugees	United Nations Missions in Sudan (UNMS)	UNHCR (UNHCR)	Sudan	Sep-05-2010	Apr-11-2011	1,398,627	1,007,671

The front page of the UNOPS project data feed on [unops.org](http://unops.org) where users can search our ongoing operations. Users can click through on individual projects to read project descriptions, project expenditure and partner information. **Photo:** UNOPS

At UNOPS we have introduced a comprehensive information disclosure policy to keep stakeholders informed about our activities.

The 2005 Paris Declaration committed the aid and development community to providing more accountability through increased access to information. Aid will always be a valuable but finite resource, making efficiency and accountability important for delivering results that matter.

In line with the Paris Declaration and as a steward of public funds, we have expanded our website and broadened coverage of our work by publishing a wide range of UNOPS documents, agreements, project descriptions and procurement actions.

We currently list project expenditures irrespective of amount along with detailed descriptions of all active projects around the world on a user-friendly data feed. This information is updated on a daily basis and is subject to legal, operational and practical considerations such as valid security concerns.

During 2010 there was a steady increase in visitors to the UNOPS website ([www.unops.org](http://www.unops.org)), with average monthly visits at 70,000, compared to 59,000 in 2009. We have also recently launched the Partner Centre, a secure site which gives our partners continuous access to project documents and up-to-date financial information.

# Harmonization within the United Nations

As stated in our strategic plan, a key UNOPS value is harmonization within the United Nations, as a system partner, playing by shared basic rules and contributing to the whole. UNOPS supports the principle of UN coherence by contributing to the goals of the United Nations and enhancing its operational capacity.

## Contributing to the Millennium Development Goals

The eight Millennium Development Goals (MDGs) provide a framework for the entire international community to work together to tackle extreme poverty and build a safer, more prosperous and equitable world.

UNOPS actively supports the MDGs, with many individual projects supporting multiple goals. In 2010, UNOPS provided partners with services that helped advance all eight goals. See examples of projects we support below.

### Goal 1: Eradicate extreme poverty and hunger



**Example:** UNOPS supports the Regional Unit for Technical Assistance (RUTA), a multi-donor technical assistance project created with the purpose of contributing to rural development and the reduction of rural poverty in Central America.

### Goal 2: Achieve universal primary education



**Example:** In Indonesia, a UNICEF project that was implemented by UNOPS completed 225 permanent primary schools in Aceh province and

Nias Island. It improved the quality of education, increased the number of enrolments and reduced drop-out rates in Indonesian primary schools.

### Goal 3: Promote gender equality and empower women



This goal is also one of UNOPS cross cutting-objectives.

**Example:** The Afghanistan Conservation Corps programme is a multi-donor, multi-agency effort managed by UNOPS and mandated to conserve natural resources and create work for returnees, internally displaced persons, women and ex-combatants through labour-intensive activities. The programme has created over 100,000 days of employment for women.

### Goal 4: Reduce child mortality



**Example:** UNOPS supports the Norway India Partnership Initiative, which was launched in 2006 by the governments of India and Norway to combat child deaths in India from vaccine-preventable diseases, malnutrition and diarrhoea caused by inadequate sanitation. UNOPS serves as the secretariat, runs the Child Health Resource Network and acts as Local Fund Agent for the focus states.

## Goal 5: Improve maternal health



**Example:** UNOPS has been working under a Cooperative Agreement with USAID since 2006 to carry out the Sudan Accelerated Infrastructure Program. The programme has rehabilitated dilapidated rural health

care centres in order to improve the care of women and children, and reduce the extremely high rates of maternal and infant mortality.

## Goal 6: Combat HIV/AIDS, malaria and other diseases



**Example:** UNOPS acts as fund manager for the Three Diseases Fund in Myanmar. The European Commission and the governments of Australia, Denmark, the Netherlands, Norway, Sweden and the United

Kingdom contribute to this pooled fund. This programme provides a simple and transparent instrument to finance nationwide efforts to reduce the transmission of HIV and AIDS, TB and malaria, and enhance care and treatment through access to essential drugs and related services.

## Goal 7: Ensure environmental sustainability



This goal is also one of UNOPS cross cutting-objectives.

**Example:** The UNDP-GEF Tri-national Dja-Odzala-Minkébé (TRIDOM) project aims to reduce

current threats, combine conservation and development, and maintain the ecosystems of a complex of nine protected areas spanning three countries within the Congo Basin.

## Goal 8: Develop a Global Partnership for Development



**Example:** The Enhanced Integrated Framework (EIF) is a joint initiative designed to reduce poverty and increase access to markets amongst the fifty Least Developed Countries.

The partnership includes the World Bank, the International Monetary Fund, the World Trade Organization, the United Nations Conference on Trade and Development, the International Trade Center and the United Nations Development Programme.

## Enhancing the United Nations capacity through common services

The UN triennial comprehensive policy review called upon the UN to coordinate its work at the country level, harmonize its business practices and reduce transaction costs. These goals afford UNOPS the opportunity to contribute to the operational effectiveness of the UN system.

In 2010, UNOPS provided a range of common services for other United Nations agencies. For example, UNOPS constructed or renovated 21 United Nations buildings, managed almost 1,000 contracts across Asia for the UN Human Settlements Programme, and helped design the UN's new, environmentally-friendly Latin American and Caribbean regional hub in Panama.

UNOPS also provided a range of common procurement services for the United Nations in 2010. Through UN Web Buy UNOPS procured \$67 million worth of goods for other United Nations organizations, including 2,029 vehicles, such as cars, armoured vehicles and ambulances.

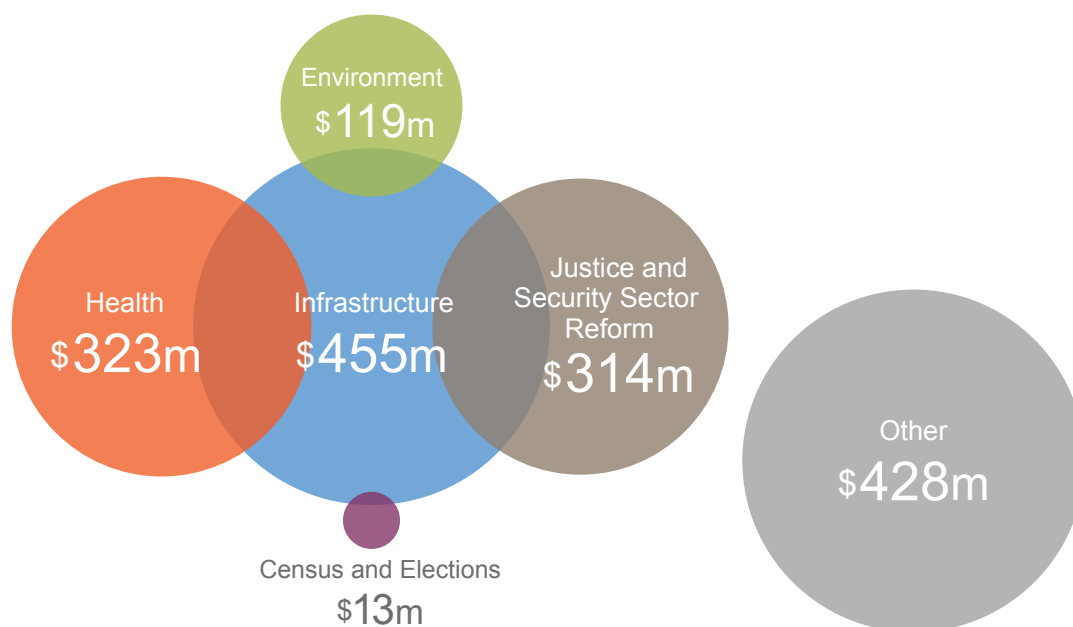
We supported 24 United Nations organizations by hosting and improving the United Nations Global Marketplace online procurement facility. In collaboration with the United Nations Environment Programme, the International Trade Centre and the International Labour Organization, UNOPS developed sustainable procurement product guidelines for common goods and services.

UNOPS produces the Annual Statistical Report on United Nations Procurement and the accompanying thematic supplement, which in 2010 examined procurement from developing countries and economies in transition and in 2011 looked at procurement to support the MDGs.

## Our focus areas

UNOPS focus areas, or implementation support practices, provide support in areas where we have recognized experience and ability to enhance our partners capacities. At present these are Physical Infrastructure, Health, Environment, Justice and Security Sector Reform, and Census and Elections.

### Value of work by implementation expenditure within each focus area



In 2010, Infrastructure was the largest ISP, representing 36 percent of UNOPS total project delivery. Justice and Security Sector Reform and Health represented 25 percent each, Environment 9 percent and Census and Elections 1 percent. In many cases the Infrastructure portfolio overlaps with the other ISPs. For example, building hospitals falls within both Health and Infrastructure.

UNOPS experts provide specialist operational input to projects in these focus areas from an early stage, to ensure we deliver results which meet world-class standards and UN values.

Non-infrastructure work outside the focus areas that accounted for significant amounts of expenditure included rural development and education, often involving high-volume procurement.



The High Court of the Peruvian district of La Libertad, part of an infrastructure project implemented by UNOPS on behalf of the Peruvian Judiciary and UNDP. **Photo:** UNOPS/Aida Arifo-Fernández

## Physical Infrastructure

Physical Infrastructure is our largest focus area and represented 36 percent of our total project delivery in 2010. The General Assembly mandated us to be a central resource for construction in the UN. We have the experience and capacity to manage projects ranging from small-scale, community-based initiatives to multi-million dollar construction programmes.

Our experience includes roads, bridges, ports, airports, schools, hospitals, police stations, prisons, power stations, water and sewerage systems, bridges, court houses, emergency shelters, relief camp facilities and more. Using labour-based techniques we make sure our partners' money goes directly into the community, creating employment and livelihoods ([see page 7](#)).

We use the latest sustainable construction techniques and focus on good design. We offer professional, cost-effective and timely design and project documentation services to partners

worldwide through our Physical Infrastructure Design Unit. We have a partnership with international architecture and engineering firm Arup that provides shared standards, tools and personnel exchanges and our other long term agreements with international specialists allow us to rapidly mobilize to project sites. Our contracts for works are based on those of the International Federation of Consulting Engineers (FIDIC) and tailored for use in a United Nations context, providing clear, flexible mechanisms to suit all sizes of project. One of the world's largest law firms, DLA Piper, provides ongoing pro bono support to UNOPS staff in the use of these contracts.

## Justice and Security Sector Reform

In 2010, Justice and Security Sector Reform represented around 25 percent of delivery. Our projects in this focus area support justice, governance, the rule of law, demining, and the demobilization and reintegration of ex-combatants.



A female Accredited Social Health Activist (ASHA) trained to assist local women through pregnancy and childbirth under the Norway India Partnership Initiative (NIPI). UNOPS serves as secretariat for NIPI, runs the 'Child Health Resource Network' and acts as Local Fund Agent in Bihar, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh states. **Photo:** UNOPS/Dixie



Fishermen within the Tri-national Dja-Odzala-Minkébé (TRIDOM) protected area of the Congo Basin. The project is funded by the Global Environment Facility, implemented by UNDP and managed by UNOPS. **Photo:** UNOPS/Robbert Bekker

This focus area was formerly known as Public Order and Security but has been renamed to better reflect the scope of our work and to align with the programmes designed by our partners in this sector.

Reestablishing security is key to sustainable peace and development. We can help partners to rebuild states by constructing the infrastructure needed for the rule of law, while working to promote human rights and improve access to justice. Our experts can provide comprehensive guidance from design stages onwards to ensure that partners benefit from projects that are delivered to UN standards and support the development of national capacity.

Since 1997, we have provided operational services to the UN Mine Action Service ([see page 31](#)).

## Health

In 2010, Health was our second largest focus area representing around 25 percent of our total project delivery. We provide expert advice and management of the delivery of health infrastructure including the construction, rehabilitation and equipping of hospitals, clinics, medical laboratories, and warehouses for partners including the Australian

Government Overseas Aid Program, the Canadian International Development Agency, the United Nations Population Fund and the World Bank.

In addition, we assisted with the delivery of high-volume health procurement projects for items such as pharmaceuticals, ambulances and other health commodities on behalf of partners including the World Health Organization (WHO) and a number of national governments.

Working in partnership with the Global Fund we provide independent oversight and evaluation of activities, and advise on potential risks to the success of programmes combating AIDS, tuberculosis and malaria in 14 countries as well as implementation of grants on the ground in Myanmar.

## Environment

In 2010, the Environment accounted for 9 percent of our total delivery and 35 percent of our projects worked on improving environmental sustainability in some way, mainly by ensuring the sustainable use of natural resources, incorporating sustainable building techniques or promoting renewable energy.



An Iraqi woman voting in the 2010 parliamentary elections. UNOPS supported the Independent High Electoral Commission of Iraq with funding from the European Union and others through the UNDG Iraq trust Fund. **Photo:** UNAMI/Rick Bajornas

Our core environment projects work to reverse environmental damage, preserve ecosystems, mitigate environmental risks, raise awareness and facilitate better management of resources.

Our environmental implementation experts help design and execute these projects and provide advice on sustainability to projects that are not explicitly environmental.

Our International Waters cluster specializes in executing projects to prevent and reverse the degradation of transboundary water systems, including multi-country rivers and large marine ecosystems such as oceans, lake basins and shared groundwater resources.

Long term successful collaborations include our operational support to the UNDP-GEF Small Grants Programme which provides grants to non-governmental and community-based organizations in developing countries to help them tackle climate change, conserve biodiversity, protect international waters, reduce the impact of pollutants and prevent land degradation.

## Census and Elections

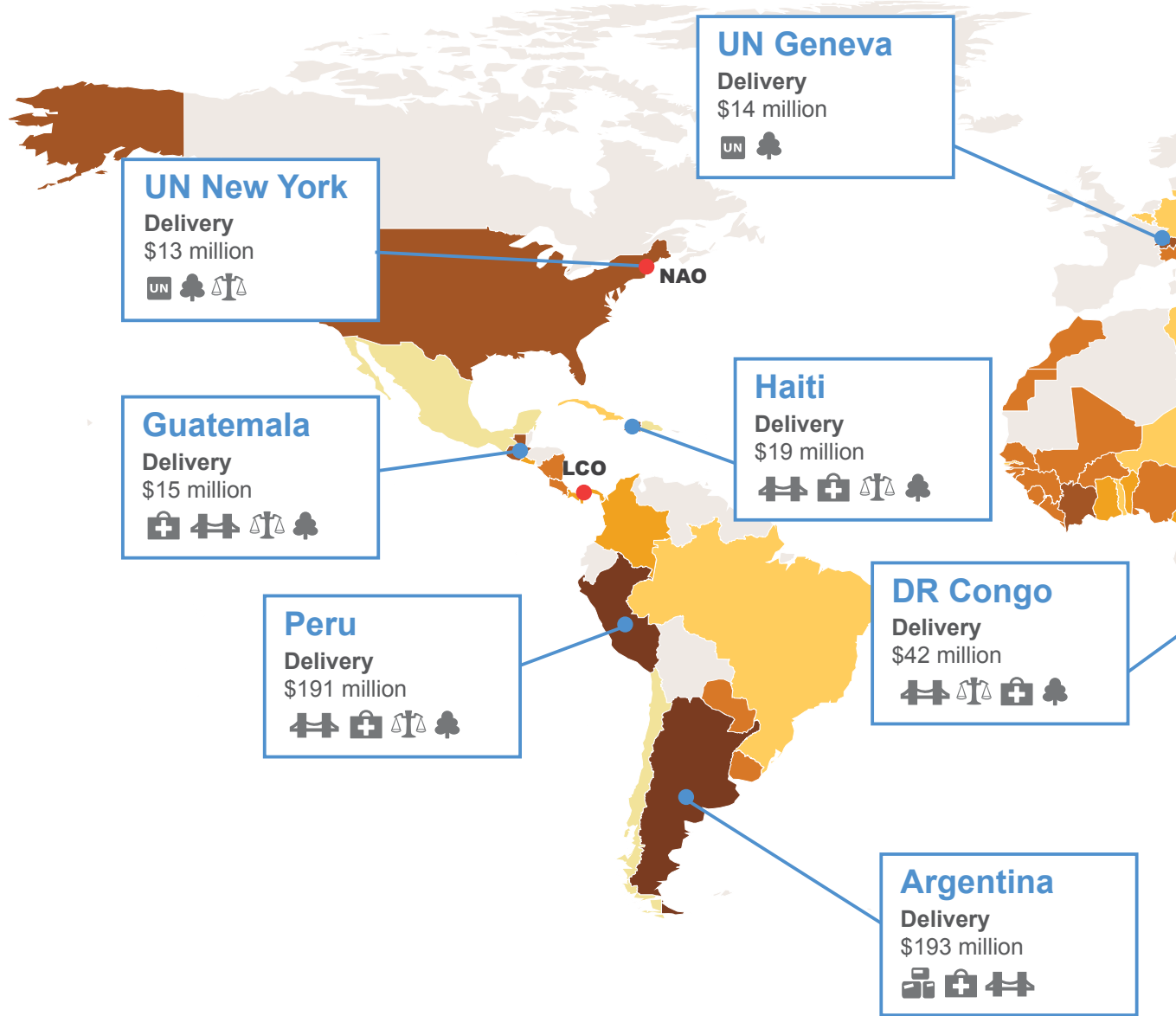
In support of the substantive efforts of other development partners, including UNFPA, UNDP and the Electoral Assistance Division of the UN Department of Political Affairs, UNOPS provided over \$13 million of operational services in the fields of census and elections. We have a proven track record in delivering services for successful census operations in some of the world's most challenging environments through the quick and flexible provision of operational and logistical support as well as trust fund management services to partners.

We have played a crucial role in helping our partners support free and fair elections across the globe, facilitating the transition to democracy and boosting transparency in the public sector. Our excellence in project management, capacity for rapid large-scale procurement activities and established infrastructure expertise make us a dependable implementation partner to UN Missions and European Union Electoral Observer Missions. In 2010, we supported elections or democracy-strengthening activities in Afghanistan, Côte d'Ivoire, Guinea, Iraq and Sudan.








# Where we work

UNOPS delivers its services through global headquarters in Copenhagen, Denmark, a decentralized network of five regional offices and more than 20 operations and project centres.

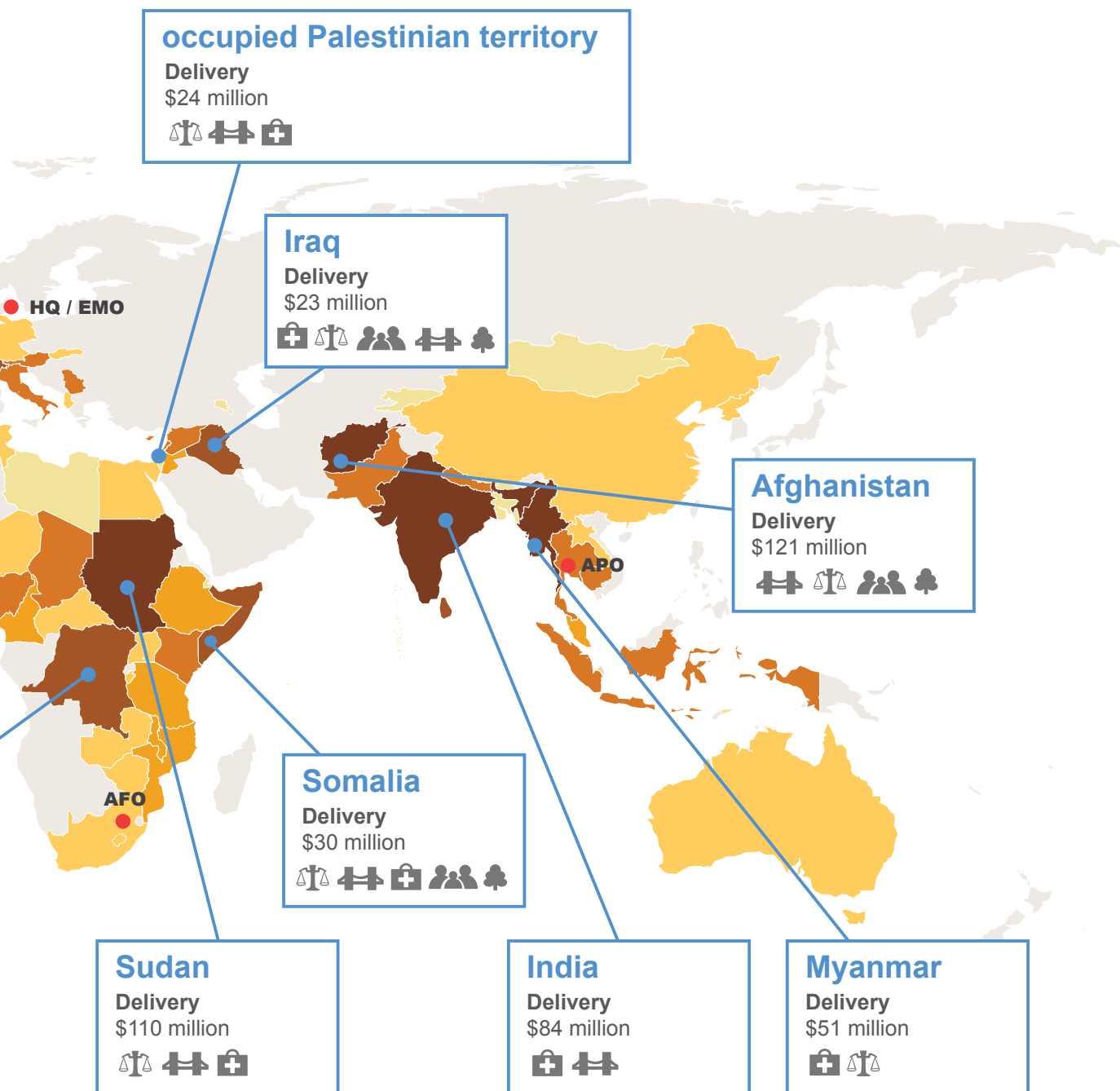
This map shows the volume of UNOPS operations around the world, based on the country where the work is delivered\*. The focus area icons represent the type of work done in each area, in descending order of volume.



- \$50 million and over
- \$10 million - \$50 million
- \$1 million - \$10 million
- \$500 000 - \$1 million
- \$100 000 - \$500 000
- \$100 000 and under

-  Census and Elections
-  Environment
-  Health
-  Infrastructure
-  Justice and Security Sector Reform
-  United Nations common services
-  Procurement outside our five core focus areas





HQ: Headquarters - Copenhagen

AFO: Africa Regional Office - Johannesburg

APO: Asia and the Pacific Regional Office - Bangkok

EMO: Europe and the Middle East Regional Office - Copenhagen

LCO: Latin America and the Caribbean Regional Office - Panama

NAO: North America Regional Office - New York

\*Around 10 percent of UNOPS projects are delivered across multiple countries, such as those combating climate change or promoting South-South co-operation, and are therefore not represented on this map.

# Operational results

During 2010-2013, four high-level goals are defining the work of UNOPS. They are called ‘contribution goals’, since UNOPS contributes to the work and results of our partners. Operational results are reported under the four contribution goals below.



**Goal 1:**  
**Rebuilding peace and stability after conflict**

In 2010, UNOPS supported 925 projects on behalf of our partners. All results reported below refer to outputs completed in 2010, and often represent parts of larger scale, longer term programmes. Details on partners and funders can be found next to the project examples in [pages 25-49](#).



**Goal 2:**  
**Early recovery of communities affected by natural disaster**

UNOPS accepts new engagements based on their compliance with our mandate, values and core competencies, as articulated in the strategic plan and related Executive Board decisions, as well as their conformity with and support of United Nations country-level objectives.



**Goal 3:**  
**Ability of people to develop local economies and obtain social services**

“UNOPS is a central resource for the United Nations system in procurement and contracts management as well as in civil works and physical infrastructure development, including the related capacity development activities.”

*- United Nations General Assembly, 65th session, December 2010.*



**Goal 4:**  
**Environmental sustainability and adaptation to climate change**

Goal One:

## Rebuilding peace and stability after conflict

UNOPS can add value at almost every stage of the development process in countries suffering from years of conflict, the after-effects of natural disasters, crippling poverty or environmental degradation, or a combination of the above.

This section looks at the ways UNOPS helped its partners create conditions to foster sustained peace and development in 2010, in fragile and post-conflict states.

UNOPS services in support of this goal include responding to the problem of landmines, peacebuilding, the building or repair of key infrastructure, income generation, governance and security-sector reform, and election support.

In many post-conflict situations United Nations Mine Action teams are some of the first aid workers on the ground, making the path safe for those who follow. See [page 31](#) for more details of UNOPS work in support of the UN Mine Action Service in 2010.

### Peacebuilding

UNOPS supported a range of direct peacebuilding initiatives to ensure beneficiary states were stable enough to begin reconstruction. For example, creating jobs for ex-combatants in Sudan on behalf of the governments of Canada, Germany, Norway and the United Kingdom.



UNOPS helps the United Nations Mine Action Service (UNMAS) and UNDP respond to the problems of landmines and explosive remnants of war in more than 30 countries across the world. See [page 31](#) for more details. **Photo:** UNMAT



UNOPS also worked directly to reduce the tensions between armed groups, such as by training 6,406 military and police forces in team building activities in Sierra Leone to reduce conflict between the two, on behalf of the UN Peacebuilding Fund.

A number of projects involving research to strengthen capacities for future peacebuilding initiatives were supported by UNOPS, including large-scale surveys and assessments.

## Goal One summary 2010



In 2010, UNOPS constructed or rehabilitated:

- **1,942** kilometres of roads
  - **26** bridges
  - **11** schools
  - **9** training centres
  - **43** water treatment plants
  - **8** hospitals/health clinics
  - **4** courthouses
  - **30** police stations
  - **9** police training facilities
  - **8** detention centres
  - **3** prisons
- 
- **10,000** people trained
  - **58** state entities supported
  - **29,000** national electoral observers and experts mobilized
  - **300 million** square metres of land cleared of mines
  - **16,000** kilometres of roads cleared of mines
  - **18,000** families provided with income generating opportunities

For example, conflict mapping was conducted in Liberia for the War-torn Societies Project, a joint initiative involving over twenty United Nations entities and donor organizations.

## Relief

In countries recently emerging from conflict, UNOPS was also able to provide humanitarian support to relief camps ([see page 29](#)). For example in the Democratic Republic of the Congo, on behalf of the Office of the United Nations High Commissioner for Refugees (UNHCR), UNOPS is supporting a data centre project which last year registered over 100,000 internally displaced persons (IDPs) living in 42 camps within North Kivu province. This project is almost entirely locally staffed and is creating a database for humanitarian planning as well as distributing ration cards to help IDPs receive assistance from other aid partners.

## Reconstruction

As the lead agency providing physical infrastructure services in post-conflict environments, just over half of UNOPS-supported projects contributing to Goal One dealt directly with construction of some kind. Where possible UNOPS combines international best practice with local knowledge and resources such as labour, simple equipment and small enterprises. This is evidenced in the number of labour days created ([see page 7](#)).

UNOPS supported the construction or repair of roads, bridges and airports in post-conflict settings, increasing year-round access to schools, hospitals and markets on behalf of a range of partners.

To help communities recover from the effects of conflict UNOPS also worked on improving these key social services, building or repairing water treatment plants, health clinics, hospitals and blood banks. For example in Iraq, UNOPS worked to improve the Kurdistan Regional Government's response to health emergencies with funds provided through the World Bank Iraq Trust Fund to the ministry of health. UNOPS is helping to build or repair blood banks and emergency coordination centres, while also procuring new ambulances and training paramedics and doctors to become effective parts of an emergency coordination system.

UNOPS also builds or repairs schools for its partners. For example, four primary schools were built in Sudan, with funding from the Government of Italy. These schools have a special focus on helping girls complete the first four years of primary school.



A locally-recruited team member of the data centre for internally displaced persons project in North Kivu province, Democratic Republic of the Congo registers a new arrival. The project is implemented on behalf of the Office of the United Nations High Commissioner for Refugees (UNHCR). **Photo:** UNOPS/Laura Church

“The injured will receive better pre-hospital care at the scene of the accident or in the ambulance because paramedics are now trained, while they will also be arriving earlier because of better cooperation, communication and efficiency in the new system.”

*- Traumatologist and G.P Dr. Mohammed on the World Bank-funded and UNOPS supported project to improve emergency health response capacity of the Kurdistan Regional Government*

## Elections

As well as building the necessary services to foster sustained peace and development, it is vital to support the stabilization of the state itself. An early priority to restore viable governance in a post-conflict environment is a fair and democratic election, an area of large scale logistics where UNOPS has considerable experience.

Democratic activities in Sudan, Iraq and Côte d’Ivoire received a range of procurement, training and construction support from UNOPS in 2010. More than 29,000 national electoral observers and experts were mobilized. Most of these were in Iraq under a project under the mandate of the United Nations Assistance Mission for Iraq, with funding from the European Union (EU) and others through the United Nations Development Group (UNDG) Iraq Trust Fund.

In Côte d’Ivoire, UNOPS organized the logistical support to the presidential election, allowing almost six million voters to cast their vote in the first democratic elections since the political conflicts started in 2002. This was on behalf of the Independent Electoral Commission and partners including UNDP, the EU and the local UN mission.



“We believe that UNOPS support to the data centre for IDPs project has helped bring considerable improvements to the work of UNHCR in North Kivu with regards to IDPs in camps and ultimately to the people of the Democratic Republic of the Congo.”

- Masti Notz,  
Head of UNHCR Sub-Office, Goma, DR Congo  
on the UNOPS data centre for IDPs, North Kivu project

UNOPS also helped the United Nations Mission in Sudan prepare for the recent referendum by constructing five large support bases, all in extremely remote locations. Each base consisted of six large tents, two sanitation blocks, one kitchen, a perimeter fence, a guard house and a safe room. All construction was carried out using locally hired labour and materials that were locally procured or supplied by the mission.

## Justice

In 2010, UNOPS helped its partners rebuild states by constructing the infrastructure needed to ensure the rule of law, including courthouses, police stations, police training facilities, detention centres and prisons. For example, a prison built for the Democratic Republic of the Congo, and funded by the Netherlands, is helping to reduce the number of convicts held in the existing Goma prison, which was overcrowded by 800 percent.

Human rights work was a significant portion of this year's post-conflict focus, particularly in Iraq where UNOPS is implementing the Programme for the Protection of Detainees and Torture Victims on behalf of the European Union. This supported two rehabilitation centres for torture victims, trained 1,328 people in human rights and provided 589 detainees with free legal aid.

## Governance

To truly foster sustained peace a stable and democratically elected state also needs to have the capacity to deal with conflicting needs peacefully.

UNOPS worked closely with partners to develop the capacity of both governmental and non-governmental organizations, by training almost 10,000 people in various fields. UNOPS also worked directly with 58 state entities. For example, on behalf of the European Union, UNOPS helped the ministries of justice and the interior in Côte d'Ivoire rebuild civil registration records.

In light of the important role civil society plays in development, UNOPS also worked on a range of projects that support non-governmental or community-based organizations. UNOPS supported 180 local organizations, 76 of which were in Iraq. This included support for the Iraqi Civil Society Empowerment Project, funded by the European Union, Finland and other donors through the UNDG Iraq Trust Fund.

## Boosting the private sector

In addition to the income-generating activities mentioned earlier, UNOPS supported a range of activities to develop a vibrant private sector in Iraq. These included supporting the creation of a new employment policy that helps vulnerable groups — work done in partnership with the International Labour Organization and with funding through the UNDG Iraq Trust Fund.



A referendum support base constructed by UNOPS on behalf of the United Nations Mission in Sudan as part of preparations for the January 2011 referendum in Sudan. **Photo:** UNOPS

## Case Study 3

### Assisting internally displaced persons in Sri Lanka

Thousands of transitional shelters were constructed by UNOPS in 2010 for people displaced by conflict in Sri Lanka, on behalf of a range of partners.

Both infrastructure and operational support were provided to a camp at Menik Farm in northern Sri Lanka, and to the more than 250,000 refugees who have now left the camps and returned home.

More than 3,600 transitional shelters and 3,700 toilets and septic tanks were built for the most vulnerable of these internally displaced persons, particularly for female-headed families with young children and the physically disabled. This helps to reduce health risks and the possibility of gender-based violence.

This work has been done on behalf of a range of partners including the United Nations Office for the Coordination of Humanitarian Affairs, the United Kingdom, the United States, the Office of the United Nations High Commissioner for Refugees and the United Nations Children's Fund.



A transitional shelter to house an internally displaced family under construction in Sri Lanka, built by UNOPS on behalf of multiple donors. **Photo:** UNOPS



## Case Study 4

### Linking farmers to markets in Liberia

Food security in rural Liberia has been improved with the repair of 35 kilometres of key farm-to-market roads and 5 bridges. The project is part of the Government of Liberia's efforts to reduce malnutrition and poverty and build peace and reconciliation in the country.

Before the project, farmers had extremely poor access to the main regional market in Sanniquellie, particularly during the rainy season. During the dry season, women carrying farm goods travelled half a day to complete a journey that now takes 15 minutes on a motorbike taxi.

This has helped increase the market's size and importance, creating jobs and raising incomes for farmers. The project has also improved access to key services including schools and healthcare, and allowed year round access to all three towns by emergency ambulance crews.

It also repaired an irrigation scheme in Gbidin which has increased the number of harvests to two a year.

The communities themselves were responsible for choosing people to provide labour through a cash-for-work scheme, in order to ensure local ownership and sustainability. Basic tools and materials used for the project were also donated to the communities for future maintenance.

Gender equality was another major focus of the project and 30 percent of the cash-for-work participants were women. The growth of the market increased the capacity of female fruit and vegetable sellers to cover household costs and a warehouse was constructed to store their unsold products overnight.

UNOPS implemented the project on behalf of UNDP, with funds mainly provided by the European Commission.



Women selling locally-produced vegetables at a market in Liberia. Farm-to-market roads were rehabilitated by UNOPS on behalf of the United Nations Development Programme with funding from the European Commission. **Photo:** UNDP



## UNOPS Mine Action services

UNOPS works closely with the United Nations Mine Action Service (UNMAS) and UNDP to respond to the problem of landmines and explosive remnants of war. Over the past decade UNOPS has delivered over \$500 million of mine action services to its partners.

UNOPS offers a number of services to help partners plan, implement, manage and monitor their mine action projects and programmes in more than 30 countries across the world.

In 2010, UNOPS provided services including recruitment, procurement, contracting, technical and operational support, and financial and legal services.

We supported UNMAS activities that provided direct assistance to six United Nations peacekeeping missions and four UNMAS programmes, and technical advice to four UNDP-funded programmes.

We implemented programmes which used a range of clearance techniques such as manual and mechanical demining, battle-area clearance, road verification and clearance, and the destruction of ammunition stockpiles. This work returned more than 300 million square metres of land and 16,000

“Young boys talked about how they worried when they were grazing their goats knowing that they could step on a landmine, old men talked about sons they had lost to landmines. All said how happy they were that now the demining teams were clearing the community they wouldn’t need to worry anymore.”

- Flora Sutherland,  
Mine Action Coordination Centre of Afghanistan,  
describing interviews on mine awareness

kilometres of roads to local populations for safe and productive use.

UNOPS also helped UNMAS provide mine risk education to more than a million people. This work was reflected in reduced casualty rates, with Nepal, Gaza and Somalia reporting respective reductions of 40 percent, 41 percent and 80 percent from 2009.

### Case Study 5

#### Locals trained to clear mines in Ghazni

In the historical city of Ghazni, Afghanistan, residents are being trained to clear landmines and unexploded ordnance left by decades of war—creating dozens of jobs and ensuring valuable community involvement.

The project has helped reduce the monthly casualty rate by 81 percent since 2001, cleared over 100 square kilometres of minefields and battle areas, and destroyed over 49,000 mines and one million explosive remnants of war. It is strengthening the

capacity of Afghanistan’s people to recover valuable territory from the threat of landmines. UNOPS is providing project management and human resources services to UNMAS, which is implementing the project together with the Organization of Mine Clearance & Afghan Rehabilitation.

The project is funded by the Government of Canada through the Voluntary Trust Fund for Assistance in Mine Action, which is managed by UNMAS.



## Goal Two:

# Early recovery of communities affected by natural disaster

In 2010, UNOPS helped communities affected by natural disasters by supporting a range of disaster management, recovery and reconstruction projects in countries such as Haiti, Indonesia and Pakistan.

UNOPS supported projects constructing or rehabilitating roads, health clinics and schools in disaster-affected areas. In most cases UNOPS directly managed the road construction work; in others we supplied advisory services. This was the case, for example, in El Salvador for a UNDP project to improve transport infrastructure damaged by storms and floods.

The nature and frequency of large-scale disasters means that UNOPS efforts are generally focused in a small number of countries at any one time. For the sake of clarity in reporting, in this chapter we will report recovery and reconstruction results in relation to specific natural disasters.

### Post-disaster recovery: 2010 Pakistan floods

UNOPS is working closely with the Government of Pakistan to provide post-flood support ([see next page](#)), but most of the outputs produced here will be counted in next year's report.

## Goal Two summary 2010



In 2010, UNOPS constructed or rehabilitated:

- **243** kilometres of roads
  - **5** health clinics
  - **18** schools
  - **5** bridges
  - **5** harbours
- 
- **1.7 million** days of paid work created (only 45% of projects could measure labour days)
  - **50,000** solar lanterns procured for camps
  - **27,000** households provided with cholera information
  - **18** grants to help disaster mitigation managed

“This is by far the best building in the community. The children had a chance to learn how modern buildings are constructed, it was a great lesson for us all. Many people in the community helped with the labour for this school.”

- Hezisokhi Hulu,  
Principal of the Hiliaurifa School, South Nias,  
Indonesia constructed by UNOPS on behalf of  
UNICEF

## Post-disaster recovery: 2010 Haiti earthquake

UNOPS is currently engaged in a broad variety of emergency, early recovery and reconstruction activities in Haiti. This includes the preparation of safe IDP camps, the construction of transitional shelters, the assessment of structural damage, the cleaning of canals, the rehabilitation of roads, and the construction of maternity clinics, schools and a hospital.

UNOPS has adopted a ‘Haiti First’ policy to help ensure that aid money spent on Haiti is spent in Haiti, by using local suppliers and workers wherever possible to carry out project work.

UNOPS has developed a strong partnership with the Ministry of Public Works, in order to ensure national ownership, develop capacity and promote sustainability (see page 35).

UNOPS used emergency procurement procedures to help partners quickly get vital items to IDPs in need. For example, on behalf of the World Bank, UNOPS organized the procurement and distribution of 50,000 solar-powered lanterns. The lanterns reduce fuel costs, provide light for income-generating activities, increase safety at night and allow children to study in the evenings.

## Case Study 6

### Supporting women and children in post-flood Pakistan

After the floods in 2010, a project promoting justice for women in Pakistan shifted part of its focus to support 266 female-headed families in relief camps.

The \$4.23 million Gender Justice and Protection Project runs a fund to support promising local initiatives to combat abuse against women.

The project reduced the vulnerability of women affected by the floods by examining their immediate needs and by planning relief efforts in areas where relationships had already been established with local NGOs.

Activities included buying and distributing emergency items such as tents, food, kitchen utensils, mosquito repellent, anti-venom and water purification tablets.

UNOPS is implementing the project on behalf of UNDP with funding from the UK Department for International Development.



UNOPS is working with a number of partners to improve the lives of the millions of people in Pakistan affected by the 2010 floods. **Photo:** UN Photo/UNICEF/Zak





Volcano risk education lesson underway in the Democratic Republic of the Congo. This project is supported by the European Union, the United Nations Development Programme, and the governments of Luxembourg, Switzerland and the United Kingdom and is implemented by UNOPS. **Photo:** UNOPS

UNOPS also supported a Swedish-funded project which sent local community mobilizers to 127 Haitian camps last year to provide more than 27,000 households with information on reducing the spread of cholera.

UNOPS emphasized labour-based projects in order to employ as many Haitians as possible, with a particular focus on female heads of households.

### **Post-disaster reconstruction: 2004 Indian Ocean tsunami**

The devastating effects of the 2004 tsunami are still being felt. UNOPS managed the construction of five earthquake-resistant schools last year in Indonesia for UNICEF and the Government. Since the start of this large-scale health and education infrastructure reconstruction programme, UNOPS has constructed 225 schools and 27 health clinics.

UNOPS managed the construction of five bridges and five harbours in Sri Lanka, for partners that included the governments of Spain and Greece and the International Fund for Agricultural Development.

## **Disaster mitigation**

UNOPS also developed local capacity for disaster mitigation by delivering direct training to more than 40,000 people. The vast majority of these were children in Goma, the Democratic Republic of the Congo, who were taught what to do in the event of an eruption of the nearby Mount Nyiragongo.

UNOPS managed a number of disaster mitigation grants to reduce the impact of natural hazards. This included issuing 10 grants to support the Global Assessment Report of the Inter-Agency Secretariat of the International Strategy for Disaster Reduction (UNISDR). UNOPS support to disaster mitigation projects also included organizing high-level events, such as training top United Nations and non-governmental organization (NGO) staff and representatives of West African governments on disaster risk reduction on behalf of UNISDR, the Office for the Coordination of Humanitarian Assistance and UNDP.

## Case Study 7

# Assessing infrastructure damage after the Haiti earthquake



A worker in Haiti marking the results of a structural assessment on an earthquake-affected building in a Ministry of Public Works project financed by the Global Facility for Disaster Reduction and Recovery and the World Bank.

*Photo:* UN Photo/Marco Dormino

Local engineers in Haiti assessed 390,000 buildings for structural damage in 2010 to plan the city's reconstruction and enable thousands of displaced families to return home after the earthquake.

The 400 engineers were trained and certified in accordance with the Applied Technology Council's ATC-20 methodology, an international standard for assessments. A national infrastructure database was also created.

Once assessed, the buildings – which included homes, schools, police stations, shops and factories – were marked either red (unsafe), yellow (safe after repairs), or green (safe). UNOPS used this information to identify families whose houses had been destroyed in order to provide them with a transitional shelter on their existing plot.

The engineers have worked with community mobilizers to disseminate life-saving information,

raise awareness and collect data at household, neighbourhood and camp level on the danger of living in damaged buildings.

More than 200,000 buildings have been declared safe, providing potential shelter to approximately one million people. The project also contributed to the evacuation of thousands of families from dangerous buildings.

UNOPS worked within the Haitian Ministry of Public Works, Transportation and Communications to build capacity and help deliver the project. As many as two million people have been directly affected. The project was financed jointly by the World Bank and the Global Facility for Disaster Reduction and Recovery.

UNOPS continues to support the ministry in ensuring the sustainability of the project and enhancing construction standards in Haiti.



## Goal Three:

# The ability of people to develop local economies and obtain social services

UNOPS supported local economic development and improved social services across all environments in 2010, but for the sake of clarity in reporting, this section will only look at projects in areas that have not been recently affected by a conflict (see Goal One) or a natural disaster (see Goal Two).

UNOPS managed the construction of physical infrastructure, supported rural development initiatives and procured educational and medical goods in support of Goal Three in 2010.

## Improving access to social services through infrastructure

UNOPS helped improve lives in low- and middle-income countries by supporting projects which increase access to key services such as education and health care as well as to the justice system.

A range of partners called on our infrastructure expertise in the construction or renovation of key buildings including schools, health centres and more.

For example in Zimbabwe, 35 health centres were built on behalf of the Global Fund to Fight AIDS, Tuberculosis and Malaria and UNDP. UNOPS also continued to construct technical facilities, designing and building laboratories, such as two bio-secure

labs to combat avian influenza in India on behalf of the Government.

Sanitation initiatives such as improved drainage and waste management were also constructed by UNOPS. For example we built a recycling centre in Serbia, which increased employment opportunities for Roma communities. This work was done on behalf of WHO and funded by the Government of Norway.

UNOPS also implemented projects that constructed or renovated the infrastructure needed to provide safety and security, such as courthouses. For example a courthouse was constructed in Kenya, for a project to combat piracy, on behalf of the United Nations Office on Drugs and Crime (UNODC).

We also constructed over 50 kilometres of rural roads across Peru to ease access to health care, education and markets.

## Improving social services through procurement

UNOPS is mandated by the United Nations General Assembly to act as a central resource for the UN in procurement, and as such is able to offer support to low- and middle-income countries to manage large volumes of goods within their supply chains.

## Case Study 8

### Providing oversight of health grants for the Global Fund

In 2010, UNOPS was Local Fund Agent (LFA) for The Global Fund to Fight AIDS, Tuberculosis and Malaria in 14 countries.

The Global Fund relies on LFAs to provide grant oversight services at the country level. LFAs offer independent, professional information and recommendations that enable the Global Fund to make informed funding decisions at each stage of the grant life cycle. In this role, UNOPS provided independent oversight and evaluation of activities, and advised the Global Fund on potential risks to the success of the programmes.

And as a Principal Recipient of the Global Fund in Myanmar, UNOPS has developed and

signed grant agreements to determine how \$60.56 million in funds will be disbursed and implemented. UNOPS is now managing the grants and uses a number of sub-recipients to provide direct disease prevention, care and treatment to beneficiaries.

To date, the Global Fund has committed \$21.7 billion in 150 countries to support large-scale programmes against the three diseases. Through the efforts of a wide range of partners, Global Fund-supported programmes have provided AIDS treatment for 3 million people, anti-tuberculosis treatment for 7.7 million people and 160 million insecticide-treated nets for the prevention of malaria.



A peer educator talking to a TB patient in a town on the China-Myanmar border as part of the Global Fund programme in the country where UNOPS is acting as Principal Recipient. **Photo:** Global Fund



UNOPS status within the UN, as well as our robust and transparent policies and systems, allow us to offer a useful service to countries attempting to ensure transparent, open and fair procurement.

Overall, UNOPS procured around 1.2 million pieces of machinery or equipment to support the development of low- and middle-income countries. This included 650,000 educational laptops bought for rural and urban schools on behalf of the Argentinian Government.

Aside from promoting high quality primary education for all, UNOPS provided procurement services to help people access life saving drugs and medical equipment.

“I really enjoy my job as an Accredited Social Health Activist, especially when we are dealing with first time mothers. They can be so scared and are told so many superstitions that they don’t know what to believe. We are able to make them feel relaxed and do the right thing.”

- Rita,  
an ASHA trained by the Norway-India Partnership in  
India supported by UNOPS

UNOPS arranged the purchase of thousands of items of high-tech medical equipment such as digital X-ray machines, worth over \$70 million in total, as well as 478 ambulances, for the ministries of health in Peru, India and Argentina. We also procured equipment for 25 medical units of the social security institute of Guatemala on behalf of the Government.

In 2010, we managed the supply chain to procure or distribute almost 145 million health-related supplies, including condoms and syringes, for example distributing more than 63 million needles across India and Myanmar. This was mainly in support of a

## Goal Three summary 2010



In 2010, UNOPS constructed or rehabilitated:

- **14** courthouses
  - **2** waste management sites
  - **5** schools
  - **2** training centres
  - **35** health centres
  - **12** laboratories
- 
- **7,100** items of high tech medical equipment procured
  - **478** ambulances procured
  - **1.2 million** pieces of machinery or equipment procured
  - **124 million** medical supplies procured or distributed
  - **800 million** doses of medicines procured
  - **100** events organized
  - **20** projects promoting South-South cooperation supported
  - **33,000** people trained

WHO project, for which UNOPS also dispensed 73 million doses of H1N1 vaccines.

UNOPS procured more than 800 million doses of anti-malarial, HIV/AIDS and tuberculosis drugs and other vaccines and medicines for Argentina, Nicaragua, India and Paraguay.



## Case Study 9

### Developing infrastructure in rural Peru

The regional government of La Libertad in north-western Peru is raising living standards for disadvantaged districts by investing in infrastructure and equipment.

In 2010, UNOPS supported the construction or repair of 52 kilometres of rural roads, 4 schools, 5 rural health centres, 1 training centre for public officials and 6 new water networks. This has helped improve rural healthcare, security, education and communication for more than 400,000 people.

UNOPS selected and contracted personnel, supervised the works and procured medical and educational equipment on the government's behalf.

The programme aims to decrease infectious diseases in the districts concerned, improve the links between production centres and markets and reduce the costs and time needed for transporting goods and passengers.

More than 1,500 pieces of equipment were procured, and a power transformer was bought to bring electricity to a village in Calamarca. The works also brought drinking water and sewerage to isolated communities that had previously depended on water tanks and septic systems.

UNOPS is implementing the programme on behalf of the regional government and UNDP.



A surveyor working on a rural road near the Huaca del Sol archaeological site in La Libertad, Peru where UNOPS is supporting the regional government's rural infrastructure and procurement work. **Photo:** UNOPS/Aida Ariño-Fernández





Children in Madagascar practice good hygiene on Global Handwashing Day, which is promoted by the UNOPS-hosted Water Supply and Sanitation Collaborative Council. **Photo:** WSSCC/Tatiana Fedotova

## Boosting development

In Goal Three UNOPS provided a range of fund management services, fiscal oversight, and implementation of grants, providing support to a total of 471 grants in over 15 countries, including to grants promoting health goals (see page 37) and combating poverty. For example, we issued 109 community grants in Cameroon to fight poverty by combating HIV/AIDS, on behalf of UNDP and funded by the International Monetary Fund. This project had a strong gender component as 60 percent of the micro-loan recipients were women.

We supported projects within Goal Three that trained more than 33,000 people in 2010, including almost 12,000 farmers, 6,300 of which were in Morocco. There, UNOPS is helping to boost the olive, almond and fig tree industries on behalf of the Government and funded by the Millennium Challenge Corporation.

More than 100 events were organized in the fields of business, health, governance and others. For example, 20 events were supported by the Water Supply and Sanitation Collaborative Council (WSSCC), a UNOPS-hosted entity which aims to increase access to basic sanitation for the

2.6 billion people living without it. Through the Global Sanitation Fund, WSSCC became an active financier of sanitation in some of the world's poorest countries. Programmes started in India, Madagascar, Malawi, Nepal and Senegal, to which WSSCC committed \$31 million in 2010 to impact the lives of up to 23 million people over the next five years.

UNOPS also supported 20 projects promoting South-South cooperation. For example, for UNDP's Special Unit for South-South Cooperation UNOPS helped low-income countries share knowledge on generating revenue from oil. For the International Fund for Agricultural Development (IFAD), UNOPS compared family farm best practice across Brazil, the People's Republic of China, India and South Africa.

A number of projects supported rural development, in Africa and Asia, but mainly in Latin America. For example, UNOPS implements the Regional Unit for Technical Assistance (RUTA), a scheme to boost development in Central America, which in 2010 launched an initiative to promote financing opportunities to increase agriculture production, among other things.

## Goal Four:

# Environmental sustainability and adaptation to climate change

In 2010, UNOPS helped to protect the environment in a range of ways. We provided services to implement climate change adaptation activities, address the environmental consequences of natural disaster or conflict, apply sustainable energy solutions, support community grants, and protect biodiversity, international waters and vulnerable areas.

Ecosystems and natural resources often straddle state borders, diminishing incentives for individual countries to manage them sustainably. Therefore issues such as climate change, biodiversity loss, land degradation and air and water pollution require international agreements and coordinated responses.

## Sharing international waters

UNOPS is often able to provide support when the global nature of environmental issues necessitates coordinated international action. UNOPS is executing over 30 projects on behalf of our partners that focus on transboundary water systems. These projects are funded by GEF through the GEF-implementing agencies, namely UNDP, the World Bank, and United Nations Environment Programme (UNEP). The projects include multi-country river and lake basins, seas and oceans, and shared groundwater resources. The projects in the portfolio help countries to work together and share knowledge to reduce ecological stress, such as that

caused by overfishing and industrial pollution ([see page 42](#)).

In 2010, 14 strategic action programmes for sustainable cross-border resource management were developed and endorsed. UNOPS also supported the implementation of demonstration projects, for example helping countries in southern Africa identify and limit threats to their water supply.

## Facilitating dialogue

High-level meetings are a tool to build environmental change and we supported 78 such events, for example organizing a conference in Brasilia on behalf of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD).

Building the necessary international dialogue and processes to protect the environment at the highest level often requires new policies. In 2010, UNOPS supported work on 30 environmental policies or laws, for example working with developing countries to strengthen their capacity to develop policy options for addressing climate change. This work was done on behalf of UNDP, UNEP, GEF, the Turner Foundation and the governments of Norway and Switzerland.



## Case Study 10

### Conserving the resources of the Arafura and Timor seas

In 2010, an expedition took 25 environmental scientists some 2,000 nautical miles around the Arafura and Timor seas to study the biodiversity of this valuable and fragile natural resource.

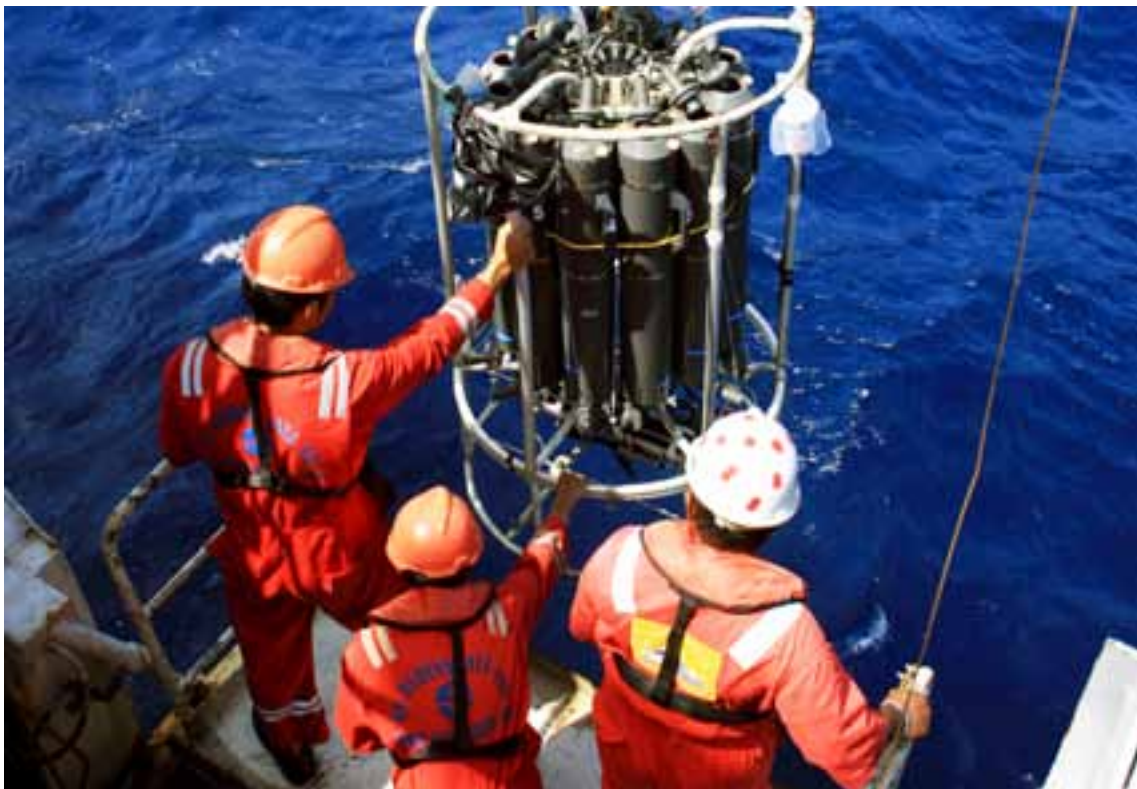
The seas are a key element of the Coral Triangle, which supplies fish to more than two million coastal people in Malaysia, Indonesia, Timor Leste, the Philippines, Papua New Guinea and the Solomon Islands.

The 17-day survey revealed new information associated with trenches in the Timor Sea, the biodiversity of the Arafura Sea, and factors affecting climate and ecosystem variability.

The Arafura and Timor Seas Ecosystem Action (ATSEA) programme is assessing threats and impacts from over-exploitation and global climate change. It will ultimately develop a multilateral strategy to manage the seas sustainably.

High priority issues for the programme include illegal, unregulated and unreported fishing and the development of alternative sustainable livelihoods for coastal people to discourage illegal practices.

The programme is funded by the Global Environment Facility, implemented by UNDP and executed by the UNOPS International Waters Cluster.



Members of an environmental expedition studying biodiversity as part of the Arafura and Timor Seas Ecosystem Action (ATSEA) programme funded by the United Nations Development Programme Global Environmental Facility and executed by UNOPS. **Photo:** Handy Chandra

We also helped partners share knowledge by supporting 19 environmental networks, at both the international and local levels. For example, with funding from the United States, in collaboration with the Government of Afghanistan, UNOPS helped Afghan villagers manage their pistachio forests sustainably.

UNOPS also helped its partners gather technical knowledge by supporting 82 research assignments, including the assessment of aquatic resources in Ghana for UNEP and GEF.

## Addressing the consequences of conflict and disaster

War and natural disasters cause enormous environmental damage, jeopardizing the livelihoods of the many people in developing countries that rely directly on natural resources. UNOPS supports the work of the UNEP Post-Conflict Branch in Afghanistan, Albania, Iraq, Sudan and the former Yugoslavia, providing management and procurement services, as well as handling complex environmental remediation project design. UNOPS is also implementing a European Union funded project combating and reversing environmental degradation across Ampara District in Sri Lanka, following the 2004 tsunami.

## Conserving biodiversity

On behalf of our partners, UNOPS promotes biodiversity conservation through the management of protected areas and landscapes as well as regional initiatives such as the UNDP-GEF Tri-national Dja-Odzala-Minkébé (TRIDOM) project, which aims to conserve nine protected areas within the Congo Basin.

In total we supported national parks in more than a dozen countries. For example, at the Manda National Park in Chad, UNOPS completed 635 infrastructure improvements in partnership with UNDP and the GEF. UNOPS also helped its partners build the capacity of those who manage protected areas, so they can protect endangered species and promote the sustainable use of resources by local communities.

## Developing capacity to manage scarce resources

UNOPS worked closely with governments and communities to build the capacity of local stakeholders to manage ecosystems and natural resources in a range of ways. We managed

the construction or repair of environmental administration buildings, for example the government offices for the Congolese Institute for the Conservation of Nature, on behalf of UNDP-GEF.

We also helped develop capacity for managing limited natural resources by supporting workshops or training courses. For example, through the

### Goal Four summary 2010



- **27** environmental administration buildings constructed or repaired
- **28** waste management sites constructed
- **7** countries supported to reduce pollutants from health care waste
- **34** projects that focus on transboundary water systems executed
- **14** strategic action programmes developed and endorsed
- **24** demonstration projects implemented
- **30** environmental policies or laws worked on
- **78** high-level environmental meetings held
- **120** workshops/training courses on resource management held
- **13** countries' protected areas supported
- **30** countries supported to build their environmental management capacity
- **19** environmental networks supported
- **4,000** Small Grants projects managed



UNOPS-implemented Regional Unit for Technical Assistance (RUTA) and on behalf of the European Commission and UNEP, UNOPS created a diploma course on watershed management for Honduras and Nicaragua. This course has already trained 40 technical staff from relevant institutions and civil society organizations.

Overall, UNOPS worked directly with governments to build their capacity for environmental management. For example, UNOPS helped prepare Panama for climate change on behalf of UNEP and UNDP, with funding from the Government of Spain.

## Combating climate change

UNOPS provides services to climate change initiatives financed by GEF, UNDP and UNEP, as well as other donors. These include capacity development and technical assistance projects that help countries develop adaptation policies, practices and frameworks.

For example on behalf of UNDP and with primary funds from the Government of Japan, UNOPS is supporting a project helping 20 African countries adjust their national development policies to incorporate climate change risks and opportunities.

## Supporting community action

UNOPS served as the executing agency for the UNDP-implemented GEF Small Grants Programme (SGP). The GEF-SGP addresses global environmental issues while also contributing to the needs of local populations (see page 49). It channels direct grants to non-governmental and community-based organizations to help them address climate change, conserve biodiversity, protect international waters, reduce the impact of persistent organic pollutants and prevent land degradation.

In 2010, UNOPS provided administrative and financial management for about 4,000 of these community grant projects in more than 120 countries. These small-scale initiatives covered a wide range of projects, such as the protection of rhinos in Botswana, the launch of a 'rent-a-bike' system in Macedonia, solar-energy training for women groups in Burkina Faso and the conservation of the endangered Persian leopard in Iran.

Of the 4,000 grant projects, 51 percent dealt with biodiversity, 26 percent climate change, 17 percent land degradation and 6 percent with other environmental issues.

## Case Study 11 Reducing the impact of climate change in Mali

Communities living around Lake Faguibine in northern Mali are learning about conservation and helping to reverse the effects of drought, after decreased rainfall brought the lake to drastically low levels.

Lake Faguibine was once a thriving wetland system around which agricultural and pastoral communities flourished. The decline in rainfall in the areas that feed the lake has led to cyclical droughts throughout the Sahel region.

This UNEP project will also restore balance to the endangered ecosystem by clearing 1.7 million cubic metres of silt to improve the flow of water into the lake. UNOPS is providing human resources and procurement services to the project.

In 2010, 4,000 trees were planted to stabilize river banks, more than 1,500 advocacy products such as posters, leaflets and t-shirts were distributed, and 12 workshops were held to raise awareness of the threats to the wetland environment caused by human activities.



Drought-affected communities who are learning about conservation and climate change mitigation measures as part of a UNEP project, supported by UNOPS.

Photo: UNOPS

## Cross-cutting concerns

In 2010, we helped our partners pursue a range of initiatives to further our cross-cutting concerns of gender, capacity development and the environment across all four contribution goals. In some cases these concerns were the main focus of the project, but in most they were integrated into a project with a different primary goal.

### Gender equality and the empowerment of women

Thirty percent of all the projects supported by UNOPS in 2010 work to improve gender equality and the empowerment of women in some way.

In many cases these projects had specific deliverables related to gender equality and the empowerment of women included in their original design. For example, a United Nations Office on Drugs and Crime (UNODC) project to move Peruvian farmers away from coca cultivation included a requirement that 30 percent of those involved in the project be women.

Even in projects where gender equality outputs had not been included in the original design, project managers were able to include some elements to empower women.

Many projects created jobs for women, often in traditionally male-dominated industries. For example a Swedish-funded project ([see page 8](#)) changed local attitudes towards female employment.

Other projects increased equality by offering direct training to women. For example, a project on behalf of UNMAS taught women in Nepal to be deminers ([see page 9](#)).

Many projects boosted women's access to social services and opportunities, building facilities to enable girls and women to receive education and health care, get jobs and run businesses. For example, when designing a police training facility on behalf of the Palestinian National Authority, separate dormitories were included to ensure the participation of female cadets. This project was supported by the European Union Police Coordination Office for Palestinian Police Support, Canada, Denmark, the Netherlands, Sweden and the United Kingdom.

**“The project team’s sensitivity to cultural issues and attention to detail have been obvious from the beginning and their work and commitment have consistently exceeded expectations.”**

*- Satu Koivu,  
Team Leader, Police Advisory Section, EU Police  
Coordinating Office for Palestinian Support on the  
Police Training Facility gymnasium and learning  
centre*

## Case Study 12

### Helping preserve biodiversity, build capacity and empower women in West Africa

Involving women and communities in environmental management is helping preserve biodiversity in the West African savannah belt.

The W-Arly-Pendjari (WAP) protected area of national parks stretches across Benin, Burkina Faso and Niger. It forms the largest and most important continuum of intact ecosystems in the West African savannah belt and is a vital refuge for endangered animals and plants.

Through local, national and international cooperation, the WAP project focuses on helping policymakers from all three countries work closer together to ensure consistency in conservation policies and coordinate support to the WAP complex. The project supports and involves

the communities that rely on the area's natural resources, raising awareness about the risks to animal species caused by hunting within the protected area, as well as the potential benefits of wildlife tourism.

Women are also being trained on the sustainable use of these resources and are being provided with small grants for biodiversity-friendly economic activities including ecological and cultural tourism.

UNOPS is executing the \$5.1 million project on behalf of the United Nations Development Programme Global Environment Facility and the governments of the three WAP countries.



Women in the W-Arly-Pendjari (WAP) protected area who are key to conservation efforts because they are at the heart of the food production chain. UNOPS is executing the \$5.1 million project on behalf of the United Nations Development Programme Global Environment Facility and the governments of Benin, Burkina Faso and Niger. **Photo:** UNDP





Staff from the building assessment team of the Haitian Ministry of Public Works, Transportation and Communication. UNOPS worked within the Ministry, along with seismic engineering contractors Miyamoto International, to build capacity for reconstruction planning, as part of a project financed by the World Bank and the Global Facility for Disaster Reduction and Recovery. **Photo:** UNOPS/Marc Lee Steed

A small group of projects also boosted the legal and political power of women by changing laws or policies in favour of gender equality. In 2010, UNOPS supported work on 23 gender policies or laws. For example, on behalf of UNDP and the United Kingdom, UNOPS helped the Government combat violence against women in Pakistan.

## National capacity development

UNOPS has continued its efforts to integrate national capacity development into its operations, in accordance with our strategic plan and a number of Executive Board decisions.

Half of the projects supported by UNOPS in 2010 are working on developing national capacity in some way, mainly by enhancing institutions or developing skills.

In most cases these projects had specific activities related to national capacity development included in their design. For example, a World Bank-funded project assessing structural damage in post-earthquake Haiti included training local engineers in infrastructure damage assessments and helping the ministry of public works create a stronger building code ([see page 35](#)).

Even in projects where capacity-development outputs had not been specifically included in the original design, around 15 percent were able to include some elements, often through on-the-job training, or when ensuring the correct maintenance of infrastructure or equipment. For example, a UNOPS team trained 100 people in the maintenance of technical equipment procured for the Peruvian social security agency EsSalud.

Capacity was developed in government institutions by working closely with ministries and public bodies in more than 35 countries. For example, UNOPS, on behalf of UNDP, helped 267 local authorities in Africa to better negotiate investment contracts.

UNOPS also worked on a range of projects that support non-governmental or community-based organizations. In total, more than 4,000 local organizations around the world were supported.

Most projects with capacity-development elements also worked on directly improving local skills. Projects supported by UNOPS provided training to more than 80,000 people in 2010. This figure does not include the large numbers of local staff who benefited from on-the-job rather than formal training.



Solar power cells on the roof of the Jericho Police Training Facility, occupied Palestinian territory. UNOPS is implementing the project to build the facility for the Palestinian Civil Police, the EU Police Coordination Office for Palestinian Police Support, the European Commission and the governments of Canada, Denmark, Finland, the Netherlands, Sweden and the United Kingdom. **Photo:** UNOPS

## Environmental sustainability

In 2010, 35 percent of the projects supported by UNOPS worked on improving environmental sustainability in some way, mainly the use of natural resources, incorporating green building techniques or promoting renewable energy.

More than 100 projects implemented by UNOPS focused primarily on the environment (see Goal Four on [page 41](#)). Around the same number had environmental sustainability outputs included in their design, and project managers on a tenth of the remaining projects added specific elements to increase environmental sustainability during implementation.

UNOPS pays particular attention when planning an infrastructure project to ensure that up-to-date construction techniques are used and that buildings are well designed. This leads to better, more sustainable buildings, which are more durable and use fewer resources in the long run.

Natural resources were used sustainably in a range of ways, from the selection of building materials to promoting recycling. Sustainable building techniques were included in many construction projects, such as

a prison funded by the Netherlands in the occupied Palestinian territory. In this case, solar panels, special insulation and a wastewater treatment plant were included. In addition, many projects used the ability to build sustainably as a criterion for the selection of contractors.

Renewable energy technologies were also promoted, for example through the construction of 54 fuel efficient stoves in school kitchens built in Sri Lanka for the World Food Programme. Many projects also used environmental criteria during procurement processes, such as insisting on fuel-efficient engines when buying ambulances for the Government of Peru.

**“Helping build capacity to manage ecosystems and natural resources ensures that every environment project we work on has a better chance of long-term success.”**

*- Abdoulaye Ndiaye  
UNOPS Global Practice Lead, Environment*

## Case Study 13

### Small grants build sustainable houses in Pakistan

Rural communities are using small grants to build hundreds of low-cost, energy-efficient houses in Pakistan.

In 2010, the GEF Small Grants Programme (SGP) Pakistan team designed a sustainable house for people in the province of Sindh who were left homeless by the floods. This award-winning technique is called the Benazir Model, and both tackles and adapts to the effects of climate change and natural disasters.

The simple, low-carbon construction is based on hollow or compressed earth blocks and produces naturally insulated houses with very low electricity needs, while reducing deforestation. Wire-reinforced walls and pyramid-shaped roofs provide strength to better withstand future natural disasters. The building costs are as low as \$6 per square feet.

The initial construction took two weeks and labour was hired locally, providing significant income for poor rural communities and giving more than 1,000 local masons the skills to replicate the model. The prototype houses were built using specific machines locally known as SGP Spirits, in reference to the Small Grants Programme.

More than half of the houses are owned by women, who also contributed to the construction and were included in all training programmes.

The primary project was executed by UNOPS on behalf of the UNDP-implemented GEF Small Grants Programme in Pakistan. UNDP Pakistan and the Sindh Local Government have now adopted and integrated the Benazir Model in similar projects, resulting in over 500 new houses being built.



Energy efficient, environmentally sustainable houses being constructed in Pakistan's rural district of Thatta. The primary project was executed by UNOPS on behalf of the UNDP-GEF Small Grants Programme. **Photo:** Masood Lohar

# Partners

UNOPS helps a wide range of partners run their operations. Our role as a service provider means that the priorities and needs of our partners dictate the scope, focus and location of our work.

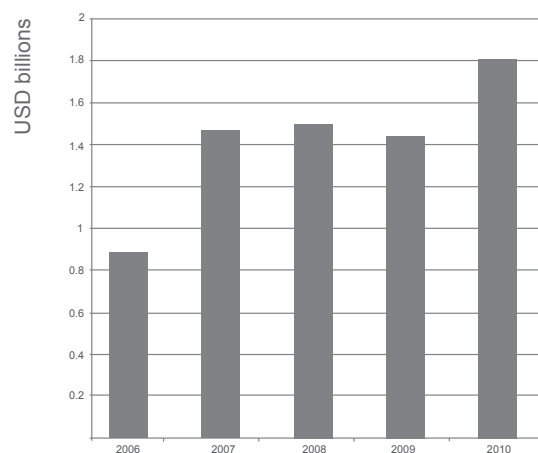
On 20 December 2010, the General Assembly adopted a resolution reaffirming UNOPS mandate and the range of partners with whom the organization can work:

- UN system agencies, funds and programmes
- international and regional financial institutions
- intergovernmental organizations
- donor and recipient governments
- non-governmental organizations
- foundations
- the private sector

As a non-profit organization, UNOPS is motivated only to deliver quality projects and meet the expectations of our partners. UNOPS efforts to become a service provider of choice were rewarded in 2010 with new agreements reaching a record value of \$1.81 billion, up 26 percent from 2009.

The increase reflected additional demand, especially in Afghanistan and Argentina, as well as record new funding for the UNDP-implemented Global Environment Facility Small Grants Programme, which is executed by UNOPS.

## Value of agreements signed



## Our partners in 2010

In 2010, 62.1 percent of UNOPS project delivery was on behalf of the United Nations system.

The United Nations Development Programme continued to be the most important partner of UNOPS. The volume of work done for UNDP increased to \$463 million from \$435 million, but was a lesser percentage of UNOPS total implementation expenditure, declining to 36.5 percent from

“Because of the transparent approach and professional implementation by the team, this project has become one of the Netherlands’ most respected projects in the oPt...implemented in a smooth and professional way from the start.”

- Jack Twiss Quarles van Ufford,  
Head of Mission, Netherlands Representative Office to the Palestinian Authority on the Jericho Prison project

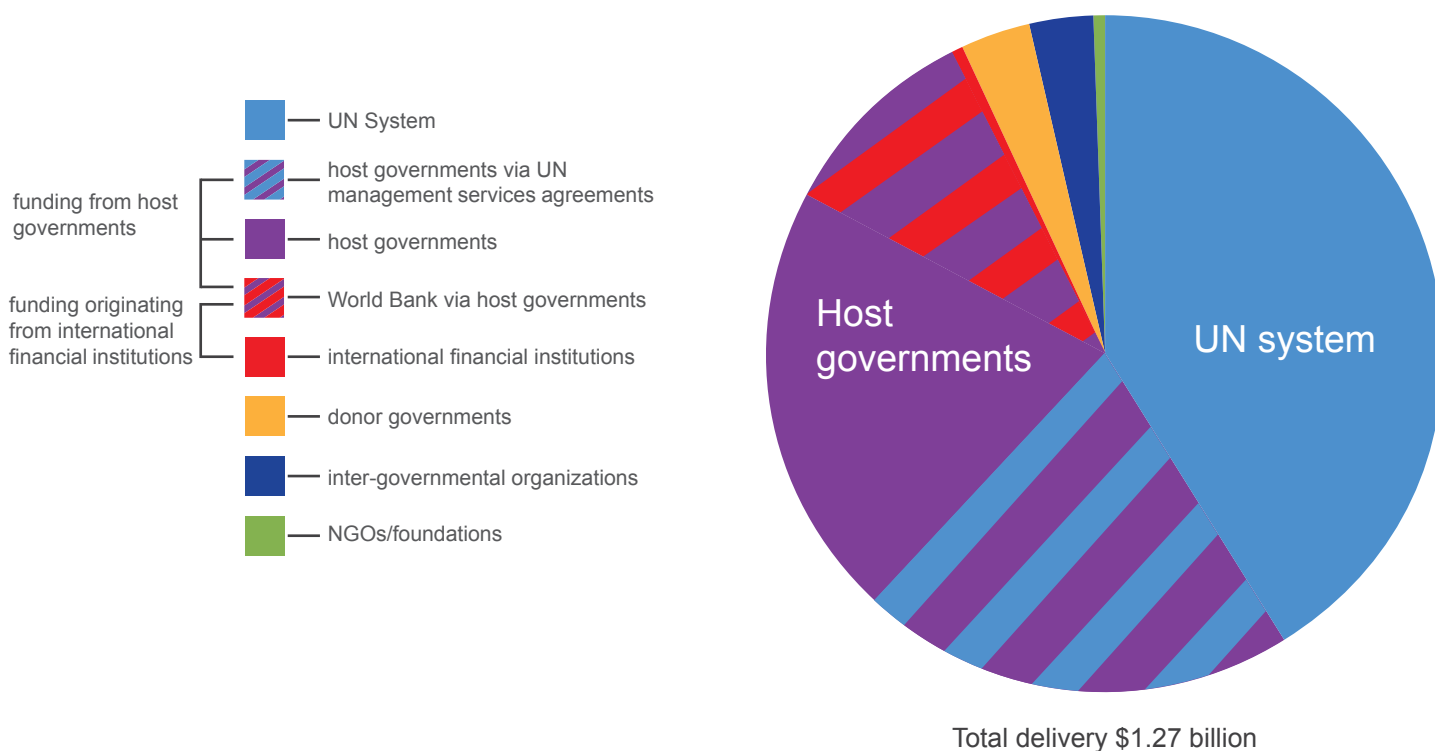
39.9 percent in 2009. The Department of Peacekeeping Operations was the second largest partner, accounting for 13.5 percent of implementation expenditure compared to 12 percent in 2009.

Total direct support to governments, excluding via management service agreements, was \$433 million, up from \$346 million in 2009, making up 34.1 percent of total project delivery. The increase was mainly attributable to operations in Argentina and to a lesser degree Afghanistan.

UNOPS continued its partnerships with international financial institutions. UNOPS worked with the World Bank on projects that implemented more than \$146 million worth of project delivery in 2010. This includes projects for which the World Bank was a direct funder, or was responsible for a multi-donor trust fund or lent to governments.

UNOPS strengthened its partnership with the European Union, implementing around \$34 million in projects in 2010. UNOPS signed contracts worth €73 million with the European Commission in 2010, up from €35 million in 2009.

## Implementation expenditure by partner group



# Examples of UNOPS partnerships

## United Nations agencies, funds and programmes

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**UNHCR:** The Office of the United Nations High Commissioner for Refugees (UNHCR) coordinates international action to protect refugees and resolve refugee problems worldwide. We provide support services to UNHCR globally including the construction of transitional shelters for internally displaced persons in Sri Lanka and human resources administration services for personnel throughout Asia and the Middle East. We delivered nearly \$10 million of services to UNHCR in 2010.

## International and regional financial institutions

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**World Bank:** The World Bank provides financial and technical assistance to developing countries around the world. We provide a wide range of services to the World Bank, from procurement of goods and services to the management of complex projects, including those in highly challenging post-conflict environments. Successful partnerships with the World Bank include large scale road works in Afghanistan and post-earthquake relief operations in Haiti. UNOPS worked on World Bank-funded projects worth more than \$146 million in 2010.

## Intergovernmental organizations

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**European Union:** The European Union is a leading aid donor. We support the aid and development programmes of the EU around the globe, from the building of roads and bridges to securing livelihoods for the most vulnerable and the promotion of human rights. In 2010, UNOPS strengthened its partnership with the EU, implementing around \$34 million in EU projects including electoral assistance mission support in Côte d'Ivoire.

## Donor government

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**United States of America:** The United States Agency for International Development (USAID) builds roads, bridges, shelters, legal institutions and schools, provides livelihoods, boosts economies and promotes lasting peace on behalf of the American people. We support their work by implementing physical infrastructure, humanitarian aid, education, and social and economic development projects in locations such as Afghanistan, Liberia, Somalia, Sri Lanka and Sudan. In 2010, we delivered over \$21 million of services to USAID.

## Host government

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**Argentina:** We are working with the Government of Argentina to actively support their national development strategy, in particular in education health services and the strengthening of institutional capacities. Projects are implemented through Management Service Agreements or Memorandums of Understanding within the framework of the Host Country Agreement signed in 2007. In 2010, we delivered over \$193 million of services including a large school laptop procurement programme for the Ministry of Social Security.

## Non-governmental organizations/foundations

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**American Red Cross:** The American Red Cross is part of the worldwide Red Cross movement that offers neutral humanitarian care to victims of natural disasters. In 2010, we implemented an American Red Cross-funded transitional shelter project worth over \$2 million, for people affected by the earthquake in Haiti. The main focus of this project provided water and sanitation services to those in the shelters and constructed shelters mainly through a cash-for-work approach providing much needed local economic stimulus.

## Private sector

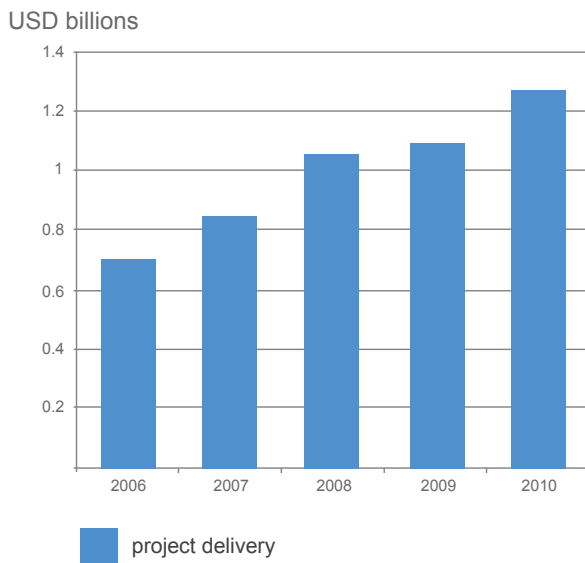
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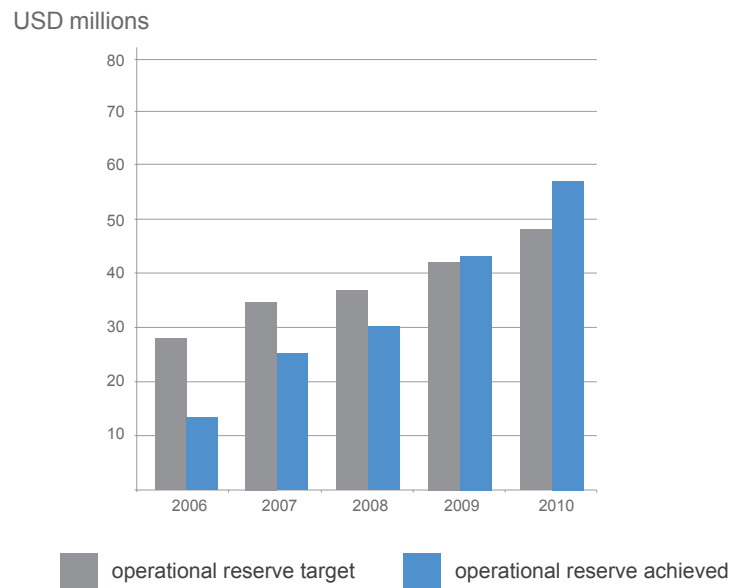
**Hemas:** Hemas PLC is a Sri Lankan conglomerate that operates in diversified sectors such as healthcare, transportation and renewable energy. They operate a corporate social responsibility programme emphasizing the importance of early childhood care and development. In partnership with the Government of Sri Lanka and with funding from Hemas, we built a pre-school for children between the ages of three and five in the town of Jaffna, northern Sri Lanka.

# Financial highlights

## UNOPS project delivery 2006-2010



## UNOPS operational reserve 2006-2010



“In recent years UNOPS was successfully restructured, it grew stronger in size and project engagement and is now presenting sound financial figures for the last biennium.

“In times of the global financial and economic crisis, this upward trend demonstrates clearly that UNOPS, with its unique business model, is not only a valuable and efficient contributor in the fight against poverty and for the achievement of the MDGs, UNOPS also offers a particular niche for an obviously growing demand by UN-partner organizations and member states.”

- Annette Frick,

Senior Officer, German Federal Ministry of Economic Cooperation and Development (BMZ) in a statement to the Executive Board session June 2010 on behalf of the Government of Germany



Results for the year ended 31 December 2010,  
with comparative figures for the year ended 31 December 2009  
( USD '000s )

INCOME STATEMENT	2010	2009	% change
INCOME			
Support costs and fees	71,239	61,947	15%
Advisory and Reimbursable Services Income	7,926	20,569	-61%
Miscellaneous income	11,331	7,827	45%
TOTAL INCOME	<u>90,496</u>	<u>90,343</u>	0%
less: TOTAL EXPENDITURE	<u>64,258</u>	<u>64,414</u>	0%
EXCESS OF INCOME OVER EXPENDITURE	26,245	25,929	1%
less: INCREASE IN PROVISIONS	<u>12,242</u>	<u>15,592</u>	-21%
NET EXCESS OF INCOME OVER EXPENDITURE	<u><u>14,003</u></u>	<u><u>10,337</u></u>	35%

Statement of Assets, Liabilities & Reserves as at 31 December 2010,  
with comparative figures for the year ended 31 December 2009  
( USD '000s )

BALANCE SHEET	2010	2009	increase/ decrease
ASSETS			
Cash and Term Deposits	862,499	444,070	418,429
Accounts Receivable	45,987	42,716	3,271
Interfund Accounts*	-	264,740	-264,740
TOTAL ASSETS	<u>908,486</u>	<u>751,526</u>	
LIABILITIES			
Interfund accounts	62,789	-	62,789
Contributions Received in Advance*	529,268	428,593	100,675
Unliquidated Obligations	185,081	218,797	-33,716
Accounts Payable, provisions & employee liabilities	<u>74,612</u>	<u>61,403</u>	13,209
	851,749	708,793	
RESERVES			
Operating Reserves	<u>56,737</u>	<u>42,733</u>	14,004
TOTAL LIABILITIES & RESERVES	<u><u>908,486</u></u>	<u><u>751,526</u></u>	

\* Reclassification of Non-MSA projects in 2010 resulted in restatement of 2009 comparatives



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